North Ayrshire Council
Comhairle Siorrachd Àir a Tuath

Cabinet

A meeting of the **Cabinet** of North Ayrshire Council will be held remotely on **Tuesday, 30 November 2021** at **14:30** to consider the undernoted business.

Arrangements in Terms of COVID-19

In light of the current COVID-19 pandemic, this meeting will be held remotely in accordance with the provisions of the Local Government (Scotland) Act 2003. Where possible, the meeting will be live-streamed and available to view at https://north-ayrshire.public-i.tv/core/portal/home. In the event that live-streaming is not possible, a recording of the meeting will instead be available to view at this location.

1   Declarations of Interest

Members are requested to give notice of any declarations of interest in respect of items of business on the Agenda.

2   Minutes

The accuracy of the minutes of meeting of the Cabinet held on 2 November 2021 will be confirmed and the Minutes signed in accordance with Paragraph 7 (1) of Schedule 7 of the Local Government (Scotland) Act 1973 (copy enclosed).

EDUCATION ITEM FOR DECISION

3   Education Service – National Improvement Framework Annual Report 2020-21

Submit a report by the Interim Executive Director (Communities and Education) on key progress in pursuance of the National Improvement Framework Priorities in education (copy enclosed).

GENERAL BUSINESS FOR DECISION

Report by the Interim Executive Director (Communities and Education)

4   **Remembering Together – Scotland's Covid Community Memorial Programme**

Submit a report by the Interim Executive Director (Communities and Education) on the North Ayrshire response to the proposed national programme of reflection and commemoration marking the impact of the Covid-19 pandemic (copy enclosed).

Reports by the Chief Executive

5   **Annual Performance Report 2020-21**

Submit a report by the Head of Service (Democratic Services) on the Annual Public Performance Report 2020-21 (copy enclosed).

6   **Revenue Budget 2021/22: Financial Performance to 30 September 2021**

Submit a report by the Head of Service (Finance) on the financial performance for the Council at 30 September 2021 (copy enclosed).

7   **Capital Programme Performance to 31 March 2022**

Submit a report by the Head of Service (Finance) on progress in delivering the Capital Investment Programme for 2021/22 (copy enclosed).

8   **Treasury Management and Investment Mid-Year Report**

Submit a report by the Head of Service (Finance) providing Cabinet with a Treasury Management Update for the period 1 April to 30 September 2021 (copy enclosed).

9   **Procurement Annual Activity Report (20-21)**

Submit a report by the Head of Service (Finance) providing an update on Procurement activity for the period 2020/21 (copy enclosed).

Report by the Director (Health and Social Care Partnership)

10   Chief Social Work Officer Annual Report

Submit a report by the Director (HSCP) providing the report of the Chief Social Work Officer to Cabinet as required by the Scottish Government's Guidance (copy enclosed).

Reports by the Executive Director (Place)

11   North Ayrshire Tenants Domestic Abuse Policy – All Tenures

Submit a report by the Executive Director (Place) on the implementation of the 'North Ayrshire Domestic Abuse Policy – All Tenures' (copy enclosed).

12   Coronavirus (Covid-19) Tenant Grant Fund

Submit a report by the Executive Director (Place) on the Scottish Government's Tenants Grant Fund and providing information on how the grant will be allocated in North Ayrshire (copy enclosed).

13   Local Housing Strategy 2018-2022: Progress Update

Submit a report by the Executive Director (Place) on progress of the Local Housing Strategy 2018-2022 (LHS18) and seeking approval for an update to be submitted to the Scottish Government (copy enclosed).

14   Streetscene Volunteering Strategy (2022-2026) and North Ayrshire's 'Adopt a Spot' initiative

Submit a report by the Executive Director (Place) on the proposed Streetscene Volunteering Strategy (2022-2026) and North Ayrshire's Adopt a Spot initiative (copy enclosed).

15   Water Safety Policy

Submit a report by the Executive Director (Place) on an updated Water Safety Policy (copy enclosed).

Report by the Director (Growth and Investment)

16   Digital Processing Manufacturing Centre, i3 Irvine

Submit a report by the Director (Growth & Investment) on Phase 1 proposals for the Digital Processing Manufacturing Centre (DPMC) at i3, Irvine (copy enclosed).

17   Urgent Items

Any other items which the Chair considers to be urgent.

Webcasting - Virtual Meeting

Please note: this meeting may be recorded/live-streamed to the Council's internet site, where it will be capable of repeated viewing. At the start of the meeting, the Provost/Chair will confirm if all or part of the meeting is being   recorded/live-streamed.

You should be aware that the Council is a Data Controller under the Data Protection Act 2018. Data collected during the webcast will be retained in accordance with the Council's published policy, including, but not limited to, for the purpose of keeping historical records and making those records available via the Council's internet site.
If you are participating in this meeting by invitation, you are consenting to being filmed and consenting to the use and storage of those images and sound recordings and any information pertaining to you contained in the them live-streaming/recording or training purposes and for the purpose of keeping historical records and making those records available to the public. If you do not wish to participate in a recording, you should leave the 'virtual meeting'. This will constitute your revocation of consent.
If you have any queries regarding this, please contact dataprotectionofficer@north-ayrshire.gov.uk.

Cabinet Sederunt

Elected Members

Joe Cullinane (Chair)
John Bell (Vice-Chair)
Robert Foster
Alex Gallagher
Louise McPhater
Jim Montgomerie

Church Representatives

Mr Andrew Bruce
Mr Ian Haining
Ms Elizabeth Turbet
Teaching Representative

Ms Jackie MacKenzie

Youth Council Representatives

Chair:

Apologies:

Attending:

Cabinet
2 November 2021

At a Meeting of the Cabinet of North Ayrshire Council at 2:30 p.m. involving participation by remote electronic means.

Present
Joe Cullinane, John Bell, Robert Foster, Alex Gallagher, Louise McPhater and Jim Montgomerie; Andrew Bruce, Elizabeth Turbet (Church Representatives) and Jackie MacKenzie (Teaching Representative) (Agenda Item 3).

In Attendance
C. Hatton, Chief Executive; M. Boyd, Head of Service (Finance); F. Walker, Head of Service (People & ICT) (Chief Executive's Service); R. McCutcheon, Executive Director, C. McAuley, Head of Service (Economic Development and Regeneration), Y. Baulk, Head of Service (Physical Environment), J. Cameron, Senior Manager (Housing Strategy and Development), L. Kirk, Senior Manager (Regeneration); C. Dempster, Senior Manager (Roads) (Place); R. Arthur, Head of Service (Connected Communities) and A. McClelland, Head of Service (Education) (Communities and Education); C. Cameron, Director (Health and Social Care Partnership); A. Craig, Head of Service, I. Hardy, Corporate Policy & Performance Officer; M. Sugden, Communications Officer, C. Stewart and H. Clancy, Committee Services Officers (Democratic Services).

Chair
Joe Cullinane in the Chair.

1. **Declarations of Interest**

There were no declarations of interest by Members in terms of Standing Order 10 and Section 5 of the Code of Conduct for Councillors.

2. **Minutes**

The Minutes of the Meeting of the Cabinet held on 28 September 2021 were confirmed and the Minutes signed in accordance with Paragraph 7 (1) of Schedule 7 of the Local Government (Scotland) Act 1973.

3. **Education Authority Annual Plan 2021-22**

Submitted a report by the Interim Executive Director (Communities and Education) on the publication of the Education Authority Annual Plan for 2021-22. The draft Annual Plan was attached at Appendix 1 to the report.

Members asked questions and were provided with further information in relation to:

- the alignment of performance indicators contained in the Annual Plan to the Council's priorities, including such measures as on attainment, etc.; and
- the requirement to focus on wellbeing areas such as mental health, particularly in view of circumstances caused by the Covid-19 pandemic.

The Cabinet agreed (a) that the draft Education Authority Annual Plan for 2021-22 be aligned to the Council Plan priorities and the National Improvement Framework priorities; and (b) to approve the publication of the plan.

4. **Local Government Benchmarking Framework (LGBF) 2019-20 Data Analysis (Data Released May 2021)**

Submitted a report and presentation by the Head of Service (Democratic Services) on an analysis of the Council's performance within the Local Government Benchmarking Framework. The LGBF 2019/20 Data Analysis was attached at Appendix 1 to the report.

Members asked questions and were provided with further information in relation to the range and scope of the data analysis and whether it accurately represented the performance of the Council where it mattered.

The Cabinet agreed to (a) note the results of the LGBF indicators as at 2019/20; and (b) refer this report to the Audit and Scrutiny Committee for further consideration.

5. **Ayrshire Shared British Sign Language (BSL) Local Plan 2018-24: Mid Term Report**

Submitted a report by the Head of Service (Democratic Services) on the Ayrshire Shared British Sign Language (BSL) Local Plan 2018-2024 Mid-Term Report. The Mid-Term report was attached at Appendix 1 to the report.

The Cabinet agreed to endorse the publication of the Ayrshire Shared British Sign Language (BSL) Local Plan 2018-2024 Mid-Term Report as set out at Appendix 1 to the report.

6. **A National Care Service for Scotland - Consultation**

Submitted a report by the Head of Service (Democratic Services) on a response to the Scottish Government consultation on a National Care Service for Scotland. The proposed consultation response was set out at Appendix 1 to the report.

The Cabinet agreed to approve the proposed consultation response to the Scottish Government Consultation: A National Care Service for Scotland attached at Appendix 1 to the report and that it be submitted to the Scottish Government to meet the response deadline of 2nd November 2021 on the proviso that the response was subject to call-in in accordance with Standing Orders.

7. **Covid Recovery: A Consultation on public services, justice system and other reforms**

Submitted a report by the Head of Service (Democratic Services) on a response to the Scottish Government consultation on 'Covid Recovery: A Consultation on public services, justice system and other reforms'. The proposed consultation response was set out at Appendix 1 to the report.

The Cabinet agreed to approve the proposed consultation response to the 'Covid Recovery: A Consultation on public services, justice system and other reforms' consultation attached at Appendix 1 to the report.

8.   Proposal for Community Investment Fund (CIF) Expenditure

Submitted a report by the Interim Executive Director (Communities and Education) on an application by the Garnock Valley Locality Partnership to allocate CIF funding to a proposed project. The application was attached at Appendix 1 to the report.

The Cabinet agreed, having reviewed, the application from the Garnock Valley Locality Partnership in line with CIF criteria, to approve the CIF application in relation to Café Solace, Garnock Valley in the amount of £49,723 as detailed at Appendix 1 to the report.

9.   Strategic Housing Investment Plan (SHIP) 2022-2027

Submitted a report by the Executive Director (Place) on the Strategic Housing Investment Plan (SHIP) 2022-2027. The SHIP was attached at Appendix 1 to the report.

Members asked questions and were provided with further information in relation to potential other development sites for consideration and inclusion in the SHIP, particularly island settlements such as Arran.

The Cabinet agreed to (a) approve the Strategic Housing Investment Plan 2022-2027 at Appendix 1 for submission to Scottish Government; and (b) grant delegated authority to the Executive Director (Place), in consultation with the Cabinet Member for the Green New Deal and Sustainability, to liaise directly with the Scottish Government in agreeing the North Ayrshire development programme and the rescheduling of projects, as required.

10.   Levelling Up Fund – Round 2

Submitted a report by the Executive Director (Place) on the UK Government Levelling Up Fund and seeking agreement to officers finalising and submitting an appropriate Round 2 bid based on Commercial Estate Development and associated Low Carbon Infrastructure.

It was noted that since the publication of the report, it had been confirmed that the next round of funding would be open for submissions in Spring 2022 and not Autumn 2021 as indicated in the report. The outcomes of Levelling Up Fund – Round 1 were also noted and particularly, that the bids for Lochshore and Ardrossan North Shore had been unsuccessful, while the bid associated with improvements to the B714 had been successful. Comments on the reasons for refusal relating to the Lochshore and Ardrossan North Shore application were awaited and would be taken into account for submission of further bids.

Members asked questions and were provided with further information in relation to the sustainable nature of Round 2 bid submissions, particularly Low Carbon Infrastructure and active travel solutions.

The Cabinet agreed to (a) note (i) the progress to date on the previously agreed submissions to the Levelling Up Fund and (ii) that officers had continued to develop a potential second round bid with South Ayrshire Council centred on Commercial Estate Development and associated Low Carbon Infrastructure; (b) to the finalisation and submission of a proposed Round 2 bid together with an associated business case, to the UK Government totalling up to £40m with South Ayrshire Council (maximum £20m per Authority); and (c) note that 10% (up to £2m) match funding would be required and which would be met from existing capital resources.

11.   'Scotland Loves Local' Gift Card Scheme

Submitted a report by the Executive Director (Place) on the 'Scotland Loves Local' Gift Card Scheme and to seek approval to sign the Local Authority Concordat. The Local Authority Concordat was attached at Appendix 1 to the report.

Members asked questions and were provided with further information in relation to existing Gift Card Schemes such as the Arran Gift Card, and it was noted that the 'Scotland Loves Local' Gift Card Scheme was aimed at complementing existing schemes that were already in operation.

The Cabinet agreed to (a) note the update on the Scotland Loves Local Gift Card Scheme; (b) approve participation in the scheme for the first year at no financial cost to the Council; and (c) approve the signing of the Local Authority Concordat.

12.   Roads Winter Service and Weather Emergencies Plan 2021/22

Submitted a report by the Executive Director (Place) on the Roads Winter Service and Weather Emergencies Plan 2021/22. The Winter Preparation Action Plan and the Roads Winter Service & Weather Emergencies Plan 2021/22 were attached at Appendices 1 and 2, respectively, to the report.

The Cabinet agreed to (a) approve the Roads Winter Service & Weather Emergencies Plan 2021/22; and (b) note the preparations and developments contained in the Winter Preparation Action Plan.

13.   Exclusion of the Public

Cabinet resolved in terms of Section 50(A)4 of the Local Government (Scotland) Act 1973, to exclude from the Meeting the press and the public for the following item of business on the grounds indicated in terms of Paragraph 10 of Part 1 of Schedule 7A of the Act.

14. Montgomerie Park: Proposed Sale of Sites A and B

Submitted a report by the Executive Director (Place) on progress following the marketing of Sites A and B and the Heads of Terms which have been negotiated prior to entering missives for the sale of the sites.

The Cabinet agreed to approve the recommendation as detailed in the report.

The meeting ended at 4.00 p.m.

NORTH AYRSHIRE COUNCIL

30 November 2021

North Ayrshire Council Cabinet

Title:	**Education Service – National Improvement Framework Annual Report 2020-21**
Purpose:	To outline key progress in pursuance of the National Improvement Framework Priorities in education.
Recommendation:	That Cabinet: a) Agrees the content of the report b) Approves the publication of the report

1. Executive Summary

1.1 The Education (Scotland) Act 2016 imposes a duty on local authorities to prepare and publish plans and annual reports which outline key progress and activity in relation to the priorities of the National Improvement Framework. This paper outlines the background and key points of the National Improvement Framework and includes the annual report from the 2020-21 academic year.

2. Background

2.1 The Standards in Scotland's Schools etc. Act 2000 was amended by the Education (Scotland) Act 2016 to include statutory duties on education authorities to plan, implement and evaluate activity which is designed to enhance equity and support improvement within schools. Specifically, education authorities must promote a reduction in inequalities of educational outcome experienced by pupils as a result of socio-economic disadvantage, and this must be done in the context of achieving the strategic priorities of the National Improvement Framework (the NIF).

2.2 The duties of the 2016 Act came into effect in August 2017. The education authority is now required to publish the annual report in relation to the NIF for the 2020-21 academic year.

2.3 Education authorities must ensure the delivery of improvement activity within schools which is consistent with the strategic priorities of the NIF.

2.4 The four strategic priorities of the NIF are:

- Improvement in attainment, particularly literacy and numeracy
- Closing the attainment gap between the most and least disadvantaged children and young people
- Improvement in children and young people's health and wellbeing
- Improvement in employability skills and sustained, positive school leaver destinations for all young people

3. Proposals

3.1 Agrees the content of the report

3.2 Approves the publication of the report.

4. Implications/Socio-economic Duty

Financial

4.1 None.

Human Resources

4.2 None.

Legal

4.3 The production of an Education Authority annual plan and report is a requirement under the Education (Scotland) Act 2016.

Equality/Socio-economic

4.4 The Education Authority annual report sets out our progress towards improving educational outcomes for all, but also reducing the impact of poverty on educational attainment.

Environmental and Sustainability

4.5 None.

Key Priorities

4.6 Aspiring Communities priority: "Children and young people experience the best start in life"

Community Wealth Building

4.7 None.

5. Consultation

5.1 This report demonstrates progress made in pursuance of the National Improvement Framework priorities for education. Consultation on the content of this report is not required. However, a range of stakeholders and partners contributed to this report content and continue to play an active role in enabling the service to realise the NIF priorities and the Council's priority to ensure children and young people experience the best start in life.

Caroline Amos
Executive Director of Communities and Education (Interim)

For further information please contact **Andrew McClelland, Head of Service (Education),** on **01294324413**.

Background Papers
1 – Appendix 1

North Ayrshire Council
Comhairle Siorrachd Àir a Tuath

NORTH AYRSHIRE COUNCIL
EDUCATION SERVICE

NATIONAL IMPROVEMENT FRAMEWORK
ANNUAL REPORT 2020-21

NOVEMBER 2021

CONTENTS

INTRODUCTION

The last year we have lived through has been for all of us like no other. Our schools, centres and education services have continued to deliver a high-quality service through very challenging and difficult times. The staff who work across the education services have shown how well they can adapt to change and how resilient they are to the effects of that change.

We are extremely grateful to all who have contributed to the delivery of education during this time, and we recognise the impact of the pandemic on the lives of our children and young people, which for some has been significant. We also acknowledge the support and partnership work we have continued to develop with our parents, carers and the many others who work with us to ensure positive outcomes for our children and our schools.

Against this context, this Education Annual Report sets out the progress the local authority has made towards achieving

excellence and equity for our learners in the 20-21 academic year. We have continued to progress and improve; the curriculum has continued to be delivered and sound learning has continued to take place.

We are proud of the many successes achieved, including our delivery of the 1140 Early Years Expansion Programme and our development of online learning resources and materials. We were pleased at the way all of our schools focussed on ensuring the health and wellbeing of their communities and we commend the work of our secondary school colleagues in supporting their young people through a revised qualifications system.

We know we still have work to do – we will continue to focus on the attainment and achievement of all to ensure they can move on to a range of appropriate, positive destinations. We will continue to focus on what is important to our communities and ensure we give all of our children and young people the best start in life.

Caroline Amos
Executive Director (interim)
Communities and Education

Councillor John Bell
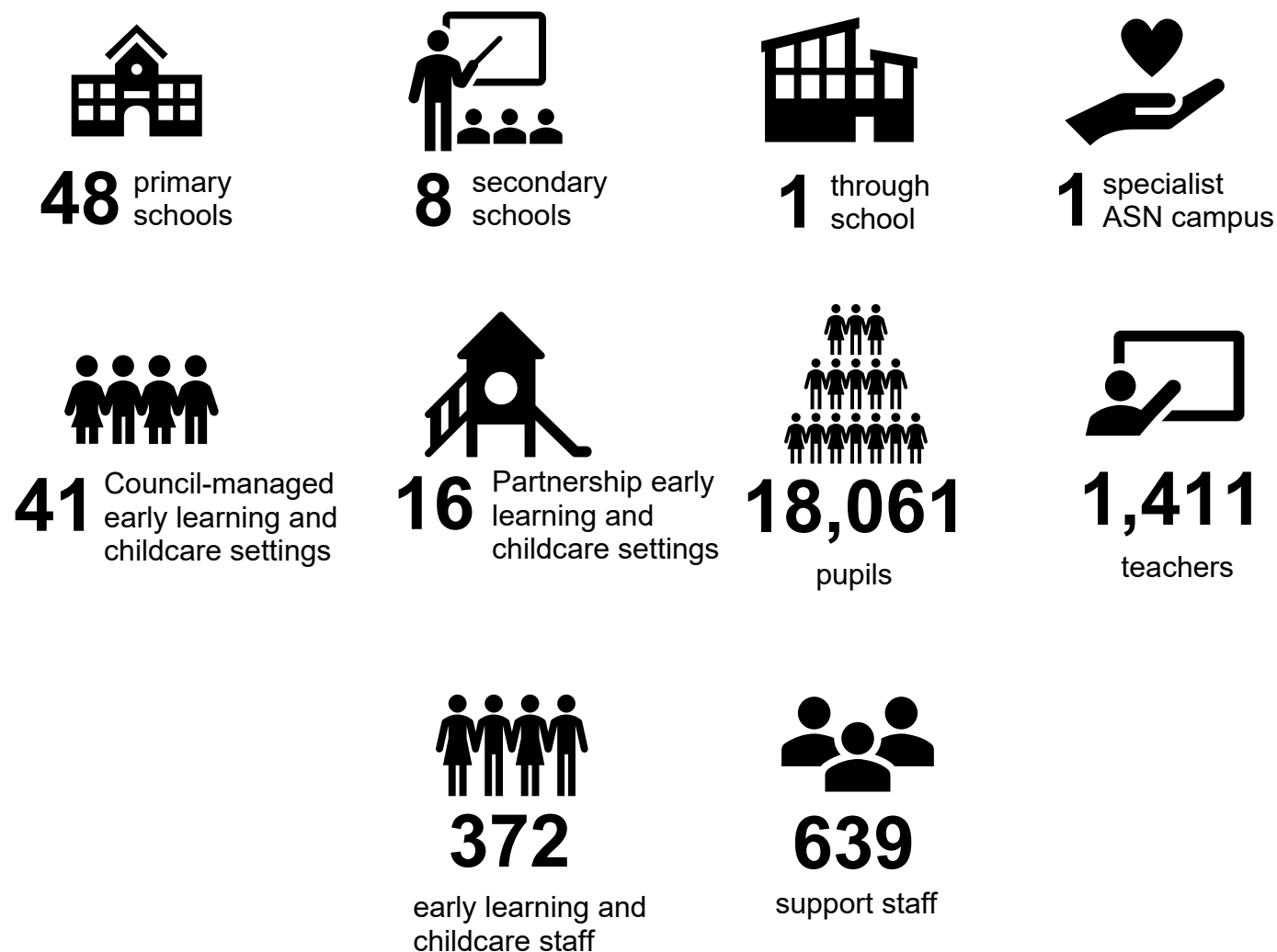Cabinet Member for Education
and Depute Leader

NORTH AYRSHIRE LOCAL CONTEXT

The Education Service in North Ayrshire Council is responsible for the education of 18,061 pupils across the authority's primary, secondary and additional support needs schools. A further 2,064 children attend early learning and childcare settings in North Ayrshire.

The strategic leadership of the education service is provided by Andrew McClelland (Head of Service) and Lindsay Morris (Interim Head of Service). The education service is part of North Ayrshire Council's Communities and Education Directorate, which works towards developing *a society where everyone, has the same life chances to grow, prosper and have fulfilling and healthy lives*. The education service has a central role in supporting delivery of the priority outcome to ensure *North Ayrshire's children and young people have the best start in life*.

Education in North Ayrshire is delivered through:

48 primary schools

8 secondary schools

1 through school

1 specialist ASN campus

41 Council-managed early learning and childcare settings

16 Partnership early learning and childcare settings

18,061 pupils

1,411 teachers

372 early learning and childcare staff

639 support staff

This report details progress made in pursuance of the four National Improvement Framework priorities.

4

IMPROVING OUR SERVICE PROVISION

North Ayrshire Council is committed to ensuring children and young people experience the best start in life. As a result, the Education Service has invested heavily in our children and young people's learning through a Council budget commitment of more than £129.2m This is alongside additional ring-fenced funding such as Challenge Authority and Pupil Equity Funding to reduce the poverty related attainment gap; and newly introduced funding to support Covid-19 recovery.

During the 2020-21 academic year considerable improvements were made to our learning estate. This included a £2.8million investment in the refurbishment of Kilwinning Academy; £3.2million to extend and refurbish Annick Primary School; and the opening of the £25million Lockhart Campus.

This year also saw the award of contracts for a new £10million Moorpark Primary School and a new early years centre at Marress House in Irvine at a cost of £3.75million. Marress House is part of a larger programme to extensively refurbish early years settings to deliver 1140 hours of free Early Learning and Childcare to all eligible children in North Ayrshire. Overall, £11.4million has been awarded to deliver this refurbishment programme and 34 of the 40 planned projects have been completed despite global Covid-19 pandemic delays.

Funding has been secured to make further improvements to our learning estate, which include £14.4million to build a non-denominational primary school to serve

Montgomerie Park and £71m for a new Community Campus in Ardrossan. The Ardrossan Campus will bring together Ardrossan Academy, Winton Primary School and early years class, a community library facility, and a swimming pool for the local community.

The Education Service recognises that delivering better outcomes for our children and young people is dependent on a high-quality, well-trained workforce. As a result, a wide variety of opportunities, which are reflected throughout this report, are made available for staff at all levels. This ranges from bespoke leadership opportunities for school leadership teams to career development opportunities for practitioners at all levels through our sector-leading Professional Learning Academy.

The Communities and Education directorate are clear on the many benefits of working with a wide range of partners to co-create the right supports at the right time by the right people for our children, young people and families. One of our key strengths is our work with community-based partners who have the skills, expertise, passion and knowledge to contribute to our ambitions. A variety of examples are threaded throughout this report from our work with other North Ayrshire Council Services such as: Youth Services and Facilities Management; NHS Health Professionals; Health and Social Care Partnership Children and Families Teams; Child and Adolescent Mental Health Services; and third sector partners working within our local communities.

PRIORITY 1 – IMPROVEMENT IN ATTAINMENT, PARTICULARLY IN LITERACY AND NUMERACY

1075 participants in PLA training

Throughout 2020-21, The Professional Learning Academy (PLA) continued to provide expertise and support to improve attainment with a particular focus on literacy and numeracy. Although Covid-19 restrictions prevented in-school delivery of PLA support, several interventions were able to be delivered virtually. Virtual sessions focusing on literacy, numeracy and pedagogy were delivered to practitioners from early years, primary and secondary establishments. A total of 1,075 participants engaged with PLA training sessions and feedback has been extremely positive.

Virtual delivery included PLA twilight sessions for staff, Continued Professional Development (CPD) for Reading Recovery (RR) practitioners, training opportunities for classroom assistants and a collaboration with East Ayrshire Council to deliver training to P1 practitioners around literacy pedagogy. The latter was offered to all local authorities within the South-West Educational Improvement Collaborative (SWEIC) and resulted in 120 practitioners from all 4 local authorities engaging in the year-long programme. Further information is provided in the case study below.

Despite the closure of schools in Term 3 due to Covid-19, sustained levels of learner literacy were reported 3 and 6 months after Reading Recovery. Both Reading Recovery

Teacher Leaders were based in schools so were able to deliver RR. Children received more lessons and staff were supported more regularly. This allowed targeted intervention to be put in place for children not receiving RR and for staff literacy training. All RR teachers have been able to support children during remote learning as well as supporting colleagues with aspects of literacy. This is widely recognised as an impactful intervention with 16 schools signed up to start or continue delivery in the 2021-22 academic year.

Online platforms were also utilised by the PLA during school closure to share a variety of resources with practitioners to enhance remote learning. The Second Level Numeracy Framework training was also adapted to enable staff to continue implementing the framework remotely with virtual training sessions delivered to 150 practitioners. A range of self-study guides for classroom assistants and teachers are also now available online to support with writing, feedback and questioning. Feedback on the content has been very positive and this will continue to be updated to remain relevant for practitioners.

Almost 100 of our classroom assistants participated in virtual training on Boosting Reading to increase the level of support which they can offer to our young people in the classroom. Due to the increased flexibility offered by virtual training sessions, the PLA offered a variety of sessions for support staff to inform their practice including phonological awareness, speech sounds and numeracy framework training.

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A summary of a selection of the key interventions being implemented in various schools across North Ayrshire to improve aspects of literacy and numeracy is included in the tables below:

PROGRAMME TITLE	DESCRIPTION
Building Blocks of Literacy	A year-long programme working in collaboration with colleagues in East Ayrshire, South Ayrshire and Dumfries and Galloway focusing on the P1 literacy curriculum, pedagogy and practice.
Talk Boost	Supporting children in P1-P3 (Talk Boost 1) and P4-P7 (Talk Boost 2) to make progress with their language and communication skills.
Reading Recovery	Accredited programme which focuses on intensive daily support for P2 learners in developing their reading skills.
Phonological Awareness	Targeted intervention with small groups to develop phonological awareness skills
Boosting Reading	10-week targeted intervention supporting the acquisition of good reading skills (available for P3-P7 and S1-S2)
Attention and Listening	Developing attention and listening skills through Early, First and Second Levels.
Strathclyde Higher Order Reading Skills (SHORS)	Supporting the teaching of reading comprehension through this research-based approach – for Early, First and Second Levels
Bar Modelling	A whole class intervention for Second Level Numeracy exploring the bar modelling strategy used to tackle word problems.
Number Sense	A whole class intervention based on the principles of Maths Recovery alongside the North Ayrshire First Level Numeracy Framework.

Case Study – SWEIC professional learning

In 2019 North Ayrshire and East Ayrshire collaborated to deliver professional learning on 'Primary 1 Literacy: Curriculum and Pedagogy' to 30 teachers from both authorities. The programme offered in depth training delivered throughout the year. Teachers were also grouped into trios to network, collaborate and visit each other's classes after each block of training. However, Covid unfortunately put a stop to the final block of visits.

The extremely positive feedback from this professional learning opportunity meant that we did not want Covid to halt further developments of this impactful collaboration. It was decided that going forward into session 2020-21 we would continue the collaboration virtually and also use this adaptation to widen the reach and open up the programme to our SWEIC colleagues in Dumfries and Galloway and South Ayrshire. The programme was delivered to over 120 P1 practitioners across

all 4 local authorities last session. The same robust training was delivered by experienced teachers and speech and language therapists. Through online discussion groups teachers were able to create networks with each other.

The programme covers a wide range of essential 'building blocks' of literacy including the following:

- Language and Communication and Phonological Awareness
- Phonics, Spelling and Handwriting
- The Balanced Reader and Writer

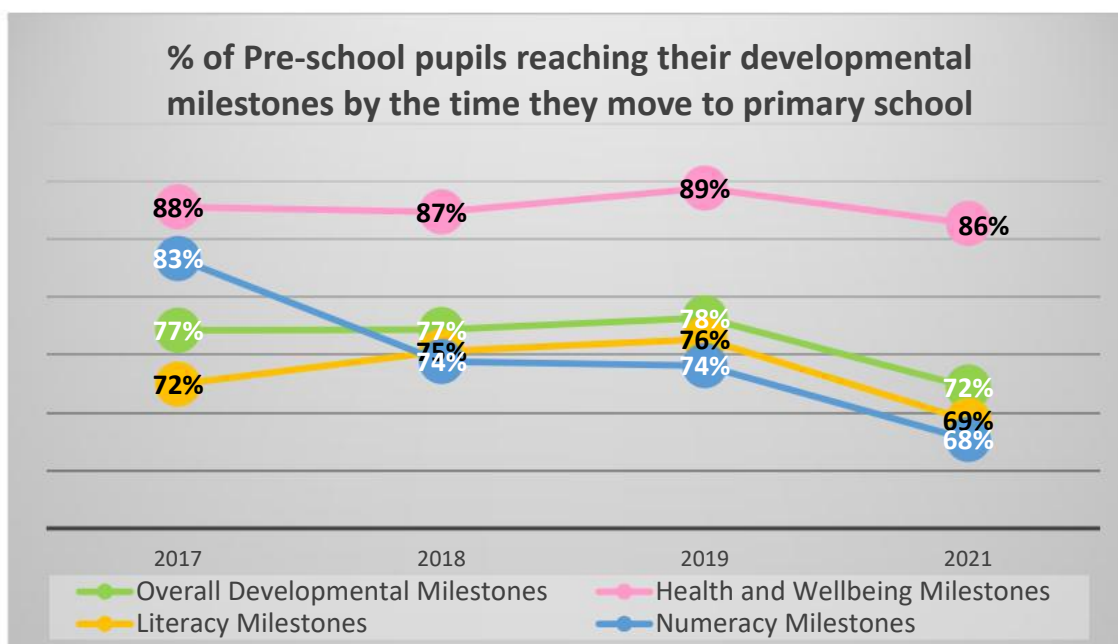A sample of the feedback from session 2020-21 is provided below:

"We now feel more confident in planning, teaching and assessing literacy in Primary 1. The sessions were very detailed and full of

great ideas and examples to try in our own classes"

"We enjoyed attending the discussion groups as it was great to have the opportunity to share practice with other teachers across different authorities."

With the impact Covid has had on learners it was decided that teachers out with P1 would also benefit from the programme. For session 2021-22 there are over 140 Primary 1 and Primary 2 teachers from across the SWEIC signed up for this professional learning opportunity.

Early Years Milestones

% of Pre-school pupils reaching their developmental milestones by the time they move to primary school

- Overall Developmental Milestones
- Health and Wellbeing Milestones
- Literacy Milestones
- Numeracy Milestones

Early years milestones were not captured in 2019/20 academic year due to Covid-19. In 2020-21 academic year, the overall number of learners reaching their developmental milestones by the time they moved to primary one decreased by 3 percentage points overall due to a slight decrease in numeracy, literacy and health and wellbeing milestone achievement. This can be directly attributed to Covid disrupting learning during the 2019-20 and 2020-21 academic years. Work is underway within the early years service, led by early years practitioners with a specific focus on raising attainment, to mitigate the impact on learners residing in areas of highest deprivation.

Achievement of Curriculum for Excellence levels

Curriculum for Excellence Attainment in Literacy and Numeracy - P1, P4, P7 - combined
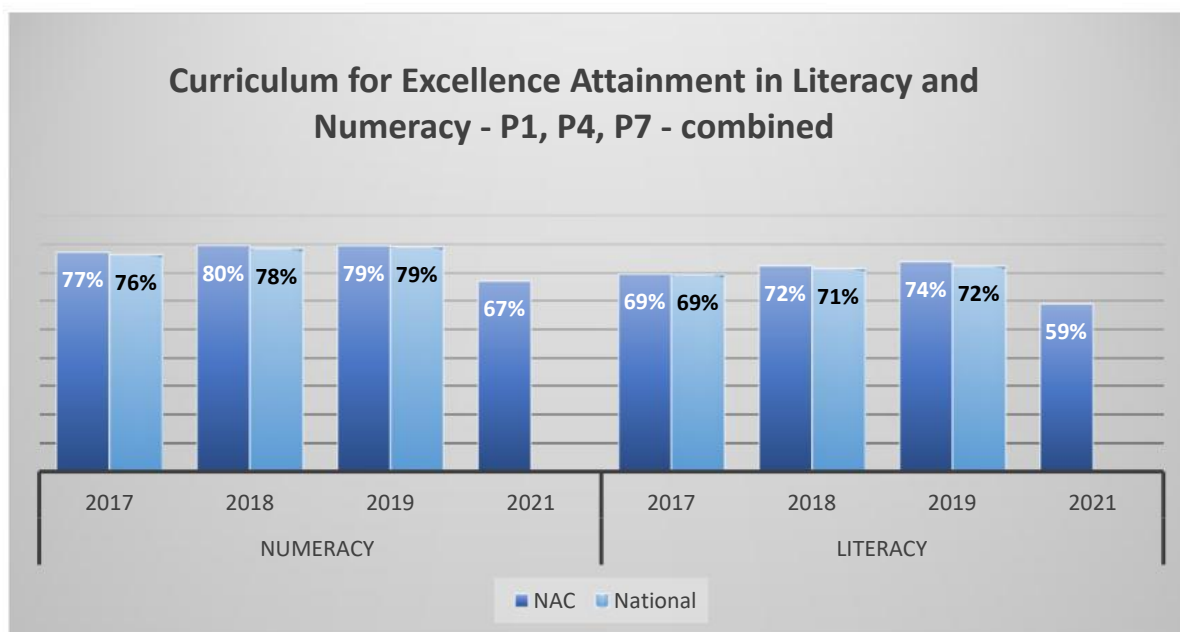
In both numeracy and literacy there was a positive trend of attainment at primary stages up to 2019. No data was collected in 2020 as a result of the pandemic. In 2021, there has been a reduction in the proportion of children who achieved the expected levels of attainment. This is unsurprising because of the well-documented additional challenges presented by the ongoing pandemic, including periods of interrupted learning. It is anticipated that the national figures will also reflect a reduction in attainment levels for 2021. No data was collected for S3 in 2021. Schools are working hard with all learners to ensure that good progress is made and the effects of the pandemic on attainment are limited as much as possible in the years ahead.

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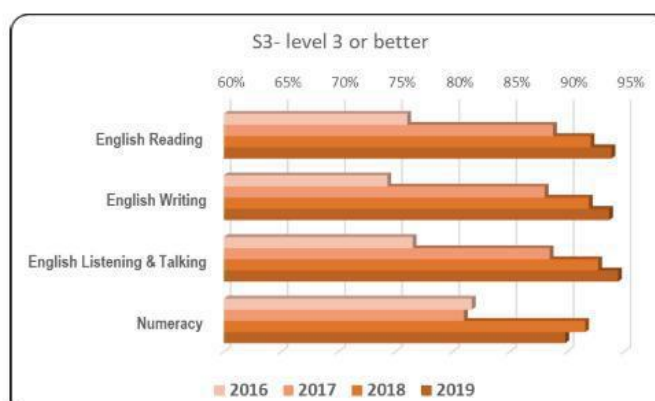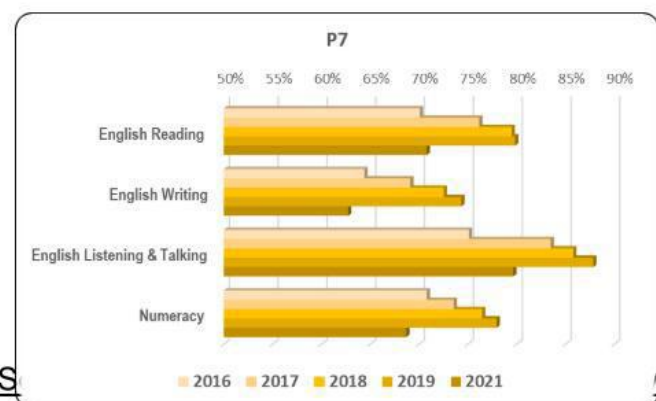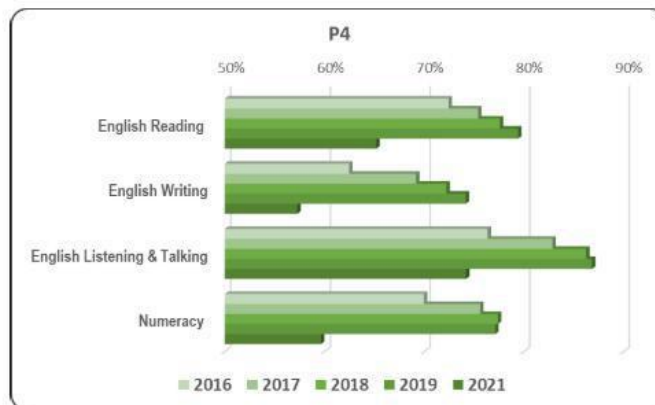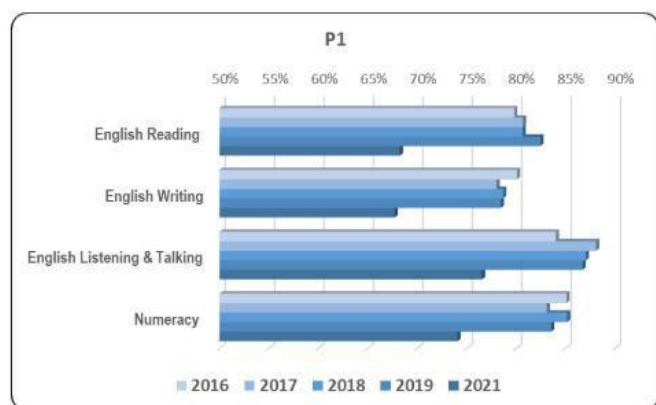
Performance of North Ayrshire school leavers in attaining Literacy at Level 4 and Level 5 has been maintained or steadily increased exceeding the performance of the Virtual Comparator, the Southwest Educational Improvement Collaborative (SWEIC) authorities and (with the exception of 2020) the National performance in all 5 years of this analysis. In 2019 and 2020 95% of our leavers were achieving Literacy at least at level 4.

In 2020 performance at level 5 literacy or better has dipped slightly to 81.5% after reaching a maximum performance of 84% in 2019. However, we remain above or in line with the national cohort and our local comparators for this measure. The performance of North Ayrshire school leavers in Numeracy at level 4 shows an improving picture from 2018 and we outperformed all other benchmarks (Virtual Comparator, SWEIC, and national performance) in 2020. At level 5, North Ayrshire performance in Numeracy has increased overtaking the performance of the Virtual Comparator and SWEIC and is only marginally below the National performance. In 2020, a higher percentage of our school leavers achieved SCQF Level 5 or above in numeracy than at any time in the last 5 years.
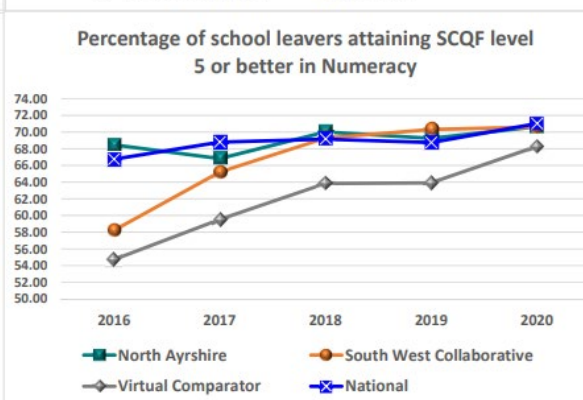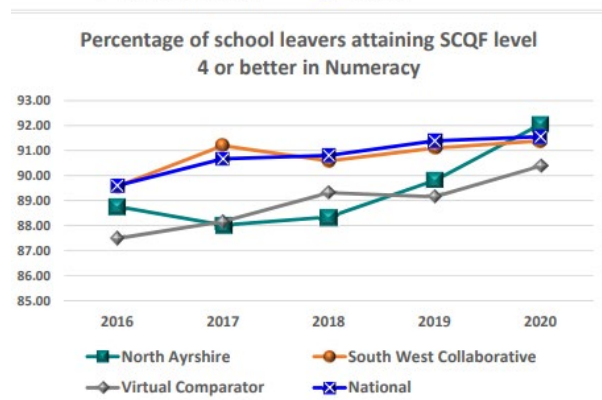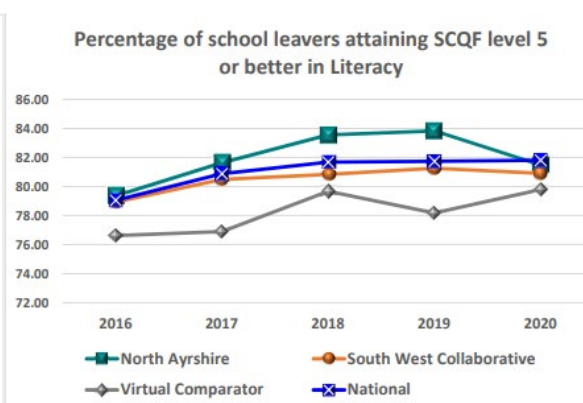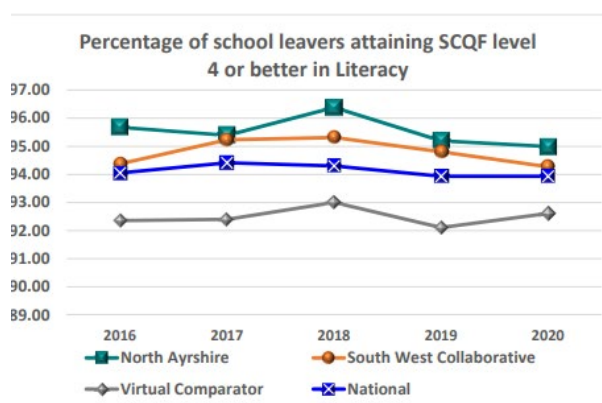
Breadth and depth school leaver attainment

Breadth and depth measures highlight that North Ayrshire's school leaver attainment performance is broadly in line with both the SWEIC and national performance. The number of leavers achieving 5 qualifications or more at level 3 is higher than the corresponding national figure and narrowly below performance across the SWEIC.

The number of school leavers attaining 5 qualifications or more at Level 5 as well as school leavers attaining 5 qualifications or more at Level 6 is slightly below the corresponding national figure and the SWEIC. This cany, in part, be attributed to the impact of a previous decision to reduce the number of subjects studied in S4. Performance is anticipated to improve since the reversal of this decision, with the first results visible in the 2020 data.

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5 or more at Level 3

	2016	2017	2018	2019	2020
National	90.9%	90.8%	90.1%	89.0%	89.6%
North Ayrshire	**92.9%**	**91.9%**	**91.3%**	**89.4%**	**89.8%**
SWEIC	92.3%	92.0%	91.4%	89.8%	89.9%

5 or more at Level 4

	2016	2017	2018	2019	2020
National	87.2%	87.4%	86.7%	85.4%	85.8%
North Ayrshire	**89.3%**	**88.0%**	**86.7%**	**83.6%**	**84.3%**
SWEIC	88.6%	88.6%	87.9%	85.4%	85.4%

5 or more at Level 5

	2016	2017	2018	2019	2020
National	61.0%	62.2%	64.4%	64.3%	67.5%
North Ayrshire	**58.3%**	**60.5%**	**63.2%**	**60.7%**	**65.3%**
SWEIC	60.8%	63.0%	64.1%	63.5%	66.4%

1 or more at Level 6

	2016	2017	2018	2019	2020
National	65.0%	64.8%	66.2%	66.2%	68.2%
North Ayrshire	**63.8%**	**62.2%**	**65.4%**	**65.0%**	**67.3%**
SWEIC	64.5%	64.1%	65.0%	64.0%	65.8%

3 or more at Level 6

	2016	2017	2018	2019	2020
National	48.6%	48.9%	50.3%	50.9%	54.7%
North Ayrshire	**44.3%**	**44.9%**	**46.7%**	**44.4%**	**51.7%**
SWEIC	47.4%	47.4%	47.0%	47.5%	51.9%

5 or more at Level 6

	2016	2017	2018	2019	2020
National	33.9%	34.5%	35.5%	36.0%	40.2%
North Ayrshire	**28.4%**	**31.5%**	**30.9%**	**28.3%**	**35.6%**
SWEIC	32.5%	33.7%	32.0%	32.7%	36.3%

1 or more at Level 7

	2016	2017	2018	2019	2020
National	21.7%	22.0%	23.2%	22.1%	25.6%
North Ayrshire	**19.7%**	**19.4%**	**19.9%**	**18.0%**	**23.5%**
SWEIC	20.7%	20.8%	20.6%	20.0%	23.5%

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PRIORITY 2 – CLOSING THE ATTAINMENT GAP BETWEEN THE MOST AND LEAST DISADVANTAGED CHILDREN AND YOUNG PEOPLE

Family Learning

During the 2020-21 school year, family learning continued to be a key component of North Ayrshire's approach to reducing the poverty related attainment gap through providing families with opportunities to engage with and lead learning at home. 36 schools engaged with their Family Learning Worker to plan and provide a range of Family Learning interventions. A blended model continued to support families through face-to-face programmes as well as virtual delivery. A range of programmes were offered across the authority which resulted in 832 families, across 49 schools, accessing Family Learning Interventions. Data was collated over the summer and individual school data reports were shared at the start of the 21/22 session. Reports include statistical information, a range of evidence and qualitative data to demonstrate the family participation in each delivered programme.

In addition, 175 families took part in Family Science Technology Engineering Maths (STEM) programmes. In partnership with SSERC, 141 young people/families achieved their Young STEM Leader Level 2 award, and 28 young people achieved their Level 3 award (16 of these children completed both level 2 and 3). Alongside this work, partnership with the Ranger Service and Wildlife Trust supported 74 families to achieve the John Muir Family Award across 15 schools. The award programmes were facilitated using a range of delivery models, including virtual and in-person learning.

87 parents across North Ayrshire also took part in Mental Health Improvement and Supporting Children's Wellbeing programmes facilitated by the Family Learning Team. Parental feedback evidenced an improved understanding of the impact of Mental Health and Wellbeing (MHWB) on families and the benefits of using specific tools to promote better wellbeing for parents and children at

home. 274 families were also supported with transition into S1, utilising online platforms to build relationships between pupils, families, and their school community. In parallel, 22 families were supported with transition into Primary 1 with a follow-on summer programme requested by 1 primary school.

308 formal evaluations were completed by participating families during this year and feedback described the support provided as extremely effective, in part due to the high-quality delivery by the Family Learning Team. Alongside several other Scottish Attainment Challenge funded workstreams, the Family Learning Team utilised online platforms including Glow to provide education staff with access to resources, newsletters and up to date reports to encourage family learning.

Leadership

Virtual delivery of leadership development sessions has become embedded in our practice through 2020-21. This has allowed the leadership development team to access a wider audience and has made accessing opportunities significantly more cost effective.

Throughout session 2020/2021 over 70 staff meetings and professional development workshops were facilitated. This impacted 1190 teachers and school staff and represents 53% of our school-based workforce. A further 28 staff embarked upon a Future Facilitator Programme and 32 staff signed up to be trained as facilitators in session 2021/22, which is allowing us to develop a self-sustaining model of leadership development.

Self-evaluation activity and qualitative feedback show that our leadership work ensures that leaders are focused on developing themselves to support all of those around them and to ensure pupil outcomes have improved. A direct correlation between

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engagement in leadership development training and moving into promoted posts due to increased skills has been identified. As an example, 44% of trained facilitators from across North Ayrshire Council have been promoted or moved into different roles within the last 12 months. Further correlation is evident as there has been a 75% increase in the number of leadership development session participants applying for further study at university to complete a master's programme or a Headship qualification.

Some qualitative impact statements are provided below:

"Our work on leadership development and professional learning is sector-leading due to the focus on continual improvement for our own people, by our own people. We have made significant progress in the last 12 months and are proud to share this work widely."

"Very impressed with the facilitator's ability to distil the brief, open up thinking and help us achieve a sense of direction… where we are now more focused on improvement and recognise that the ownership is very much with us. The opportunity to collaborate and critically evaluate practice has been invaluable."

The Education Service's leadership work has been recognised by the International Association of Facilitators through being awarded a Facilitation Impact Award. This award recognises the impact facilitation has had in improving the quality of leadership development within North Ayrshire Council. Digital platforms are also used across the Service, including a thought-provoking podcast exploring key aspects of leadership development and professional learning. Engagement has been good with over 1232 podcast streams as well as being independently identified by Times Educational Supplement Scotland and the General Teaching Council for Scotland as one of the most influential Scottish Education podcasts.

Data

There has been a continued focus on supporting establishments to interrogate data to inform their understanding of their attainment gaps. Led by our Education Scotland Attainment Advisor, the roll out of the Power BI data visualisation tool continued in 2020-21 and several schools participated in data driven dialogue training.

Supporting Care Experienced Young People

Previously, to meet the needs of care experienced children and young people and their families, North Ayrshire Council introduced a Challenge Fund Project, which co-located a social work team within the Greenwood school cluster. This approach has continued to be rolled out this session with social work teams now located in Greenwood Academy, Elderbank Primary School, Irvine Royal Academy, Auchenharvie Academy, and Kilwinning Academy. This has had a positive impact on the outcomes for children and young people with some notable highlights provided below:

- School based social workers have worked with 78 young people since August 2020.
- Fewer than 5 young people had a Compulsory Supervision Order start while open to the school based social workers.
- 5 young people ended their Compulsory Supervision Order while open to school based social workers.
- 65 young people (83%) were not subject to a child protection investigation starting while open to school based social workers.
- A very small number of families from the target group were registered on the child protection register (fewer than 5), with a similar small number being de-registered due to an improved home situation.

The MCR Pathways mentoring programme for care experienced young people (and those at risk of becoming care experienced) became operational in all six identified secondary schools in term 3 of the 2020-21 academic year. Full implementation was delayed because of Covid-19. A summary of impact is provided from Auchenharvie

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Academy, which became operational prior to the pandemic.

As of March 2021, MCR Pathways supported 72 care-experienced and disadvantaged young people between S1-S6 in North Ayrshire. The pilot for the Young North Ayrshire Talent programme launched in October 2018 in Auchenharvie Academy.

In S1 and S2, young people participate in weekly Group Work sessions facilitated by their Pathways Coordinator focusing on emotional literacy, wellbeing, teamwork, employability skills and self-awareness. From S3, young people are carefully matched with a mentor who meets with them for a period every week, for a minimum duration of one academic year (in fact, most of our mentored relationships last for three years).

	Lit. & Num. at Nat. 4+	5+ qualifications at Nat. 4+	1+ qualifications at level 5+	3+ qualifications at level 5 +	S4>S5 staying on rate	Positive Destinations
Care-exp. MCR mentored	100%	100%	100%	100%	85.7%	100%
Care-exp. non-mentored	0%	0%	0%	0%	40%	75%
LA care-exp.	89.69%	73.91%	69.57%	65.22%	62.9%	69.2%
National care-exp.	63.45%	53.13%	57.20%	39.54%	N/A	66%
National universal	92.36%	89.80%	92.03%	83.61%	84.7% (LA Universal)	88.44%

On all four academic measures, MCR-mentored young people in North Ayrshire performed significantly better than their non-mentored care-experienced peers, and the national care-experienced figures.

Comparing MCR-mentored young people with their care-experienced peers within the local authority, the greatest differences were achievement of three or more qualifications at Nat. 5 or above (+34.78%); one or more qualifications at Nat. 5 or above (+30.43%); and five or more qualifications at Nat.4 or above (+26.09%).

Similarly, when we compare MCR-mentored young people with their care-experienced peers nationally, the greatest differences

were achievement of three or more qualifications at Nat. 5 or above (+60.66%); five or more qualifications at Nat.4 or above (+46.87%); and one or more qualifications at Nat. 5 or above (+42.80%).

MCR-mentored young people had a higher staying-on rate (85.7%) compared with the Local Authority care experienced (62.9%) and Local Authority universal (84.7%). Positive destinations (which MCR counts as college, university or employment only) are 100% above their non-mentored care experienced peers (75%).

Despite the challenges of periods when young people were not in school, Pathways Coordinators successfully maintained

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frequent and regular contact with the young people they supported.

MCR Pathways impact case study

"Before J, from Auchenharvie High School in North Ayrshire, had a mentor, he was struggling with his studies. He was matched with L-A, who shared his gregarious nature and the two clicked right away.

After months of meetings, L-A and J began delving deeper into J's future plans. Over time, she helped him start to focus and he began opening up about challenges at home. With L-A's persistent positivity and encouragement, J began to focus more on his schoolwork.

In his last year, J scored better in his exams than he thought he ever could. He began looking enthusiastically at his future, applying for college courses and L-A even helped him make a CV. With his mentor's encouragement, he applied for an apprenticeship in Joinery and was accepted. He told us that it was his mentor's encouragement and gentle pushing that helped him at every step." – Pathways Coordinator

Family Learning – Virtual John Muir Award and STEM case study

Throughout lockdown the family learning team delivered a range of online family learning opportunities. This included the John Muir Family Award (Discovery) which was achieved by 83 pupils and the Young STEM Leader Award which was gained by 156 learners.

The John Muir award, is an 8-week programme encouraging children and their families to connect with, enjoy and care for wild places. To achieve the award young people had to do 25 hours or more of activities which helped them to discover, explore and do something to care for a wild place. This was followed by sharing their experience with others.

The Young STEM leader award aims to inspire more young people to develop an interest in STEM and pursue the study of STEM subjects and relevant future pathways. The programme supports learners to plan and lead fun STEM activities for all the family at home and record their completed work through an evidence log.

Feedback from families participating in both programmes has highlighted this was worthwhile and provided a fun way for families to engage in learning during the lockdown period.

Reducing the Poverty-Related Attainment Gap

The coronavirus pandemic impacted on available data from the current (2020-21) and previous (2019-20) academic years. As a result, there is limited overarching performance data available that is directly comparable to previous years' data. This can be attributed to the closure of schools in term 4 of the 2019-20 academic year as well as need to prioritise health and wellbeing when schools returned in August. The switch to remote learning in January 2021 – March 2021 also impacted on available impact data.

Literacy

	Learner group	Performance Measure	2015-16	2016-17	2017-18	2018-2019	2019-20	2020-21	Trend across all years
Literacy (Strategic	PRIMARY (P1,	Gap between SIMD 1&2 and SIMD 3-10 in % achieving	-12.1	-13.3	-11.8	-12.1	*	-18.4	↓

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AOF	Learner group	Performance Measure	2015-16	2016-17	2017-18	2018-2019	2019-20	2020-21	Trend across all years
Pls)	P4, P7)	expected CfE level in literacy							
	SECONDARY (S3)	Gap between SIMD 1&2 and SIMD 3-10 in % achieving expected CfE level in literacy	-21.6	-7.5	-1.8	-5.9	*	*	↑
	P1	Gap between SIMD 1&2 and SIMD 3-10 in % achieving expected CfE level in literacy	-9.9	-12.3	-10.8	-13.2	*	-21.7	↓
	P4	Gap between SIMD 1&2 and SIMD 3-10 in % achieving expected CfE level in literacy	-12.4	-18.6	-11.1	-9.9	*	-16.6	↑
	P7	Gap between SIMD 1&2 and SIMD 3-10 in % achieving expected CfE level in literacy	-15.3	-9.9	-13.5	-13.7	*	-17.2	↓
	S3 - level 3 or above	Gap between SIMD 1&2 and SIMD 3-10 in % achieving expected CfE level in literacy	-21.6	-7.5	-1.8	-5.9	*	*	↑
	S3 - level 4 or above	Gap between SIMD 1&2 and SIMD 3-10 in % achieving expected CfE level in literacy	-24.4	-17.9	-14.5	-4.9	*	*	↑
	N5 (see note)	Gap between SIMD 1&2 and SIMD 3-10 in proportion of pupils achieving their EY developmental milestones before P1 (Literacy Component)	N/A	-3.5	-10.6	-5.6	*	-17.6	↓

*data was not captured due to covid-19

Data provided above indicates that the literacy attainment gap between pupils living in SIMD 1-2 areas and pupils living in SIMD 3-10 areas has increased at all stages of primary.

Numeracy

AOF	Learner group	Performance Measure	2015-16	2016-17	2017-18	2018-2019	2019-20	2020-21	Trend across all years
Numeracy (Strategic Pls)	PRIMARY (P1, P4, P7)	Gap between SIMD 1&2 and SIMD 3-10 in % achieving expected CfE level in numeracy	-11.4	-9.4	-9.0	-10.0	*	-17.4	↓
	SECONDARY (S3)	Gap between SIMD 1&2 and SIMD 3-10 in % achieving expected CfE level in numeracy	-18.2	-12.2	-0.5	-6.0	*	*	↑
	P1	Gap between SIMD 1&2 and SIMD 3-10 in % achieving expected CfE level in numeracy	-8.6	-7.6	-6.2	-8.6	*	-17.6	↓
	P4	Gap between SIMD 1&2 and SIMD 3-10 in % achieving expected CfE level in numeracy	-10.5	-14.9	-11.3	-8.0	*	-21.1	↓
	P7	Gap between SIMD 1&2 and SIMD 3-10 in % achieving expected CfE level in numeracy	-16.5	-6.8	-9.4	-13.8	*	-13.5	↑
	S3 - level 3 or above	Gap between SIMD 1&2 and SIMD 3-10 in % achieving expected CfE level in numeracy	-18.2	-12.2	-0.5	-6.0	*	*	↑
	S3 - level 4 or above	Gap between SIMD 1&2 and SIMD 3-10 in % achieving expected CfE level in numeracy	-27.7	-16.4	-15.4	-15.6	*	*	↑
	N5 (see note)	Gap between SIMD 1&2 and SIMD 3-10 in proportion of pupils achieving their EY developmental milestones before P1 (Numeracy Component)	N/A	-2.9	-9.0	-5.9	*	-20.4	↓

*data was not captured due to covid-19

Data provided above indicates that the numeracy attainment gap between pupils living in SIMD 1-2 areas and pupils living in SIMD 3-10 areas has increased at almost all stages of primary. A slight narrowing of the P7 numeracy gap is reported.

Attendance

AOF	Learner group	Performance Measure	2015-16	2016-17	2017-18	2018-2019	2019-20	2020-21	Trend across all years
Attendance (Strategic PIs)	Primary (P1 - P7)	Gap between SIMD 1&2 and SIMD 3-10 in attendance	-	-1.5	-1.9	-1.8	-2.2	-2.6	↓
	Secondary (S1 - S6)	Gap between SIMD 1&2 and SIMD 3-10 in attendance	-	-3.4	-3.8	-3.9	-3.7	-2.4	↑

The attendance gap between pupils living in SIMD 1-2 areas and pupils living in SIMD 3-10 areas has slightly increased in primary schools and decreased in secondary schools. Covid-19's impact on in-school learning through the switch to remote learning in Term 3 of the 2020-21 academic year and a need for pupils to self-isolate at home if they had symptoms or were in close contact with someone who tested positive has resulted in this academic year not being directly comparable with performance from previous years. The Education Service continues to closely monitor in-school attendance.

Attainment in Literacy and Numeracy in Broad General Education for care experienced learners in 2019 (most recently available data)

The charts below indicate that the performance of care experienced learners in 2019 is better than national levels at P4, P7 and S3. However, there is still a significant gap between the performance of care experienced learners compared with the performance of the general population at each stage, which is in line with the national picture.

The performance of North Ayrshire care experienced learners at early level in P1 in 2019 is lower than the national cohort of looked after P1 learners in both literacy (Reading and Writing) and numeracy. A slight improvement in Listening and Talking in 2019 shows attainment in North Ayrshire to be above the national measure. Although performance in P1 remains below the national measures, these statistics are a considerable improvement on previous years and show we are reducing the gap with respect to P1 care experienced pupils' performance nationally.

In 2019, the gap between the proportion of care experienced learners and all learners achieving the expected Curriculum for Excellence level is smaller at S3 than at other stages.

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P1 - Early Level

Legend:
- Care Experienced Children - NAC
- All pupils - NAC
- Children looked after - National
- All Pupils - National

P4 - First Level

Legend:
- Care Experienced Children - NAC
- All pupils - NAC
- Children looked after - National
- All Pupils - National

P7 - Second Level

Legend:
- Care Experienced Children - NAC
- All pupils - NAC
- Children looked after - National
- All Pupils - National

S3 - Third Level or Better

Legend:
- Care Experienced Children - NAC
- All pupils - NAC
- Children looked after - National
- All Pupils - National

<u>Attainment in Literacy and Numeracy and overall attainment in all qualifications at Senior Phase level for care experienced school leavers</u>

LAC attainment in Literacy and Numeracy - North Ayrshire vs. National and SWEIC 2018-2020 (percentage attaining out of annual leavers' cohort)

Legend:
- North Ayrshire 2018
- North Ayrshire 2019
- North Ayrshire 2020
- National 2018
- National 2019
- National 2020
- South West Collaborative 2018
- South West Collaborative 2019
- South West Collaborative 2020
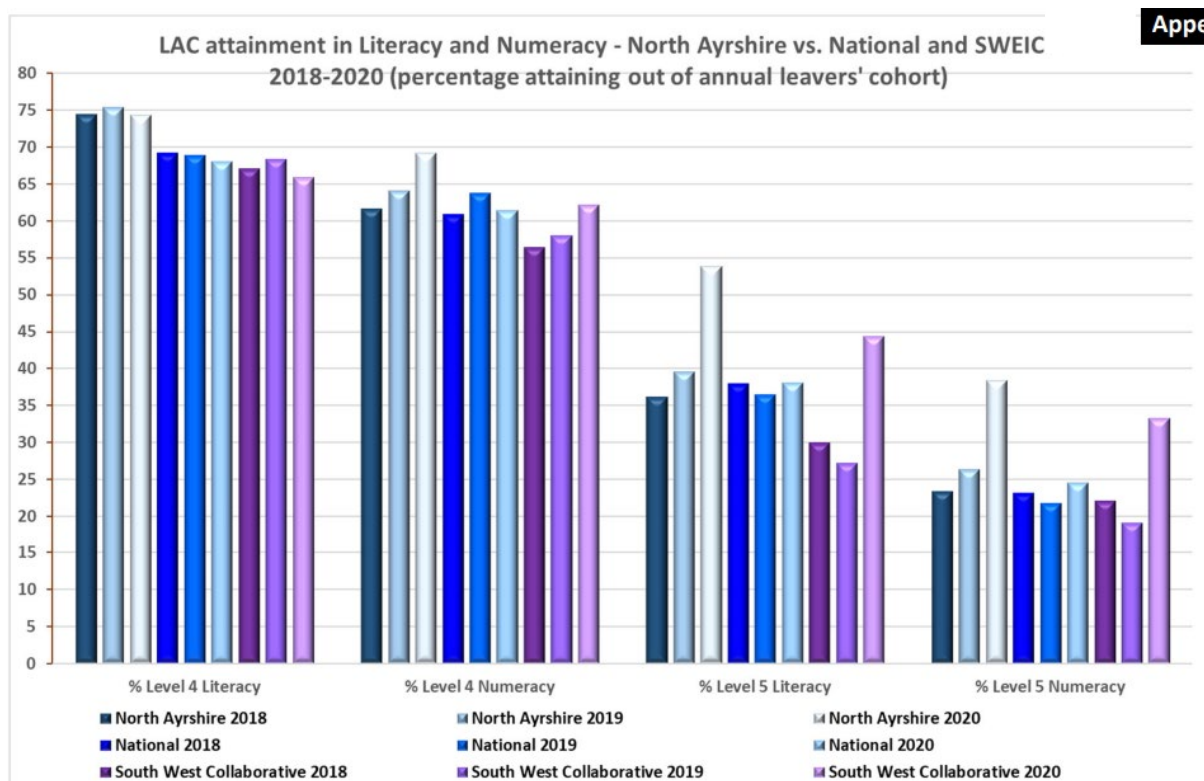
Performance in Literacy and Numeracy at SCQF levels 4 and 5 is consistently lower for care experienced school leavers than for the overall school leaver cohort in North Ayrshire.

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However, North Ayrshire care experienced school leavers perform generally better than their counterparts nationally and in the SWEIC authorities. From 2018, there has been a positive trend in National 4 numeracy and National 5 literacy and numeracy for North Ayrshire care experienced learners. A higher number of young people are achieving literacy than numeracy at both levels 4 and 5. This is in line with national and SWEIC authority data.

It should be noted that the cohort size for care experienced school leavers varies from year to year and is generally between 40-50 young people. Therefore, care must be taken when analysing variations in performance for this group as one care experienced young person not attaining / attaining can equate to 2 percentage points.

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PRIORITY 3 – IMPROVEMENT IN CHILDREN AND YOUNG PEOPLE'S HEALTH AND WELLBEING

<u>Supporting Mental Health and Wellbeing</u>

Addressing anxiety:

This academic year the Service worked closely with NHS Education Scotland (NES) staff to create and deliver an implementation model for LIAM (Let's introduce anxiety management). This was piloted during 2020-21 with several secondary schools. Young people have responded well to this individualised support. An audit of pupil need relating to anxiety and current supports available was carried out which highlighted that this is a growing area of concern in North Ayrshire. Consequently, guidance has been developed to support schools to enhance their response to children and young people experiencing generalised and specific types of anxiety. We are also developing training materials for schools to support children and young people.

School based mental health supports:

The SeeMe programme continued to be delivered this academic year and was adapted due to Covid-19 restrictions. This led to the co-creation of a pilot training session for secondary school staff focused on reducing stigma and discrimination alongside a new online module for S5 and S6 pupils. 25 members of staff and 75 young people from across three secondary schools have expressed an interest in taking this programme forward in their school in 2021-22. The Mental Health Foundation's Peer Education Project has also been offered to establishments and this will be taken forward by three secondary schools in the next academic year. This alongside the newly published Whole School Approach to Mental Health and Wellbeing will help us to develop a positive and responsive culture and ethos to supporting mental health and wellbeing in our schools.

Suicide prevention:

The Education Service was a key partner in the development of North Ayrshire's Suicide Prevention Pathway, which provides guidance on managing this challenging situation. Partnership working with Choose Life has also led to further development of the Personal Social Education curriculum with a key focus of raising awareness of suicide prevention.

Wellbeing support for staff:

Responses from the authority wide whole school nurture survey, which was conducted in May 2020, led to the creation of several professional learning opportunities through Nurturing North Ayrshire's Recovery (NNAR) programme to support staff. In addition, support was provided to probationer teachers through delivery of a self-care module. This was alongside input on how to support learners and their own mental health and wellbeing. A staff wellbeing resource was also made available to all education staff based in schools and HQ.

Wellbeing support for parents and carers:

Building on Positive Relationships (formerly known as Non-Violent Resistance) training has been undertaken by staff working directly with parents and carers who have children potentially at risk of disengaging, disrupting, or experiencing anxiety within a learning environment. Plans are in place to pilot this in the 2021-22 academic session.

Alongside NHS Ayrshire and Arran staff, an online e-module for parents and carers was created and distributed. This module was co-created with a reference group consisting of CAMHS, Education Psychology and parents. Follow up support is also available from the Education Service upon the request of a parent / carer.

Whole systems approach to supporting mental health and wellbeing:

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Throughout the 2020-21 academic year, the Education Service continued to contribute to the Wellness Models established in Kilwinning and Largs, which are led by CAMHS. As a result, the number of CAMHS referrals in these areas has reduced with staff noting that referrals are more appropriate when they are made. Children and young people in these areas access appropriate school based and community supports when required.   Alongside this work, the Service led the local authority's Community Mental Health and Wellbeing Framework response and the distribution of the Covid-19 pandemic response grant. This provided enhanced community-based supports for children, young people, and their families.

In parallel to work with external organisations, the Education Service has created a whole school approach framework with a key focus on ensuring schools and other education settings are able to access the right supports at the right time for learners. As part of this work, New Perspectives on Change and Loss have been updated to reflect the Covid-19 context with pilots planned for the 2021-22 school year.

In recognition of the mental health and wellbeing needs of learners accessing an alternative curriculum through the Extended Outreach service, a Barnardo's worker was also employed to provide additional support.

Primary counselling:

A new primary focused counselling service 'The Exchange' was procured to provide counselling to pupils under 10 years of age across North Ayrshire. This service provides wider contextual assessment and support, as well as individual counselling. Support was primarily delivered online due to Covid-19 restrictions with help also made available for learners transitioning to secondary school.

44 referrals have been received between June and September 2021

Referrals per gender and stage for one-to-one support:
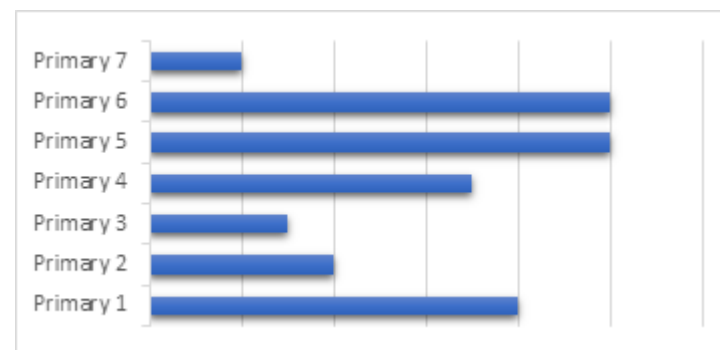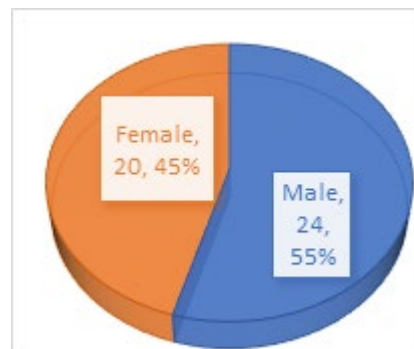
Exchange Primary Counselling Service Case Study 1

Background:
We were asked to work with a P7 child who was experiencing issues primarily related to bereavement and transition. The child was struggling to cope with his grief, and this appeared to be compounded by his additional needs. He has a serious long-term medical condition and is non-verbal.

Intervention:
At the beginning, face to face sessions took place with mum present to help with the communication between the practitioner and the child who communicated via sign language. Sessions were tailored to suit the child's needs. Use of visual resources (emoji cards, colours) worked well and very quickly the practitioner established a way of working with the child independently.

Outcome:
Self-regulation was improved through the implementation of strategies developed through the intervention. For example, an emotions scale which was used in therapy

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and school to communicate with staff how he was feeling. A Comfort Menu helped the child indicate what he needed (emotionally) from staff and his mother.

Optimism improved through the activities which helped the child communicate positive memories and create a vision for his transition to secondary school. His anxiety reduced

Exchange Primary Counselling Service Case Study 2

Background:
Referral was received for a child who had experienced sexual abuse by a family member. The family, school staff & social workers were concerned about the impact this would have on the child. The child was having emotional outbursts in school and at home.

Intervention:
It was decided that support would be provided for the child through building emotional intelligence and implementing boundaries. Sessions were tailored to a younger age as the child was 5 years old. Role play techniques were used to understand and implement the strategies.

Outcome:
Self-regulation and emotional intelligence were improved through visual activities to display and communicate emotions. The therapist was firm on boundaries and the child's reaction to this improved throughout the sessions. Collaborative work was undertaken by the therapist, parents and school staff to enable the strategies to be continued out with the sessions. Parents & teachers noted that regulation had improved and that the child was communicating her emotions through the 'emotion chart' created within the sessions.

Nurture

During 2020-21 Nurture groups in North Ayrshire were re-established in almost all settings. Partnership working continued to be a key feature of Nurturing North Ayrshire practice with the nurture team leading and contributing to development work, and actively engaging in sharing professional learning with key members of staff in the North Ayrshire Education team including the Educational Psychology (EP) service, the Leadership workstream and the Mental Health and Wellbeing (MHWB) workstream.

The Nurturing North Ayrshire's Recovery programme was successfully completed and delivered in partnership with EPs and the MHWB team. The annual Whole School End of Year Nurture Survey was completed by staff in May. There were 571 respondents. Analysis of the survey showed that 85% of the respondents feel confident in applying nurturing practices in schools, with 85% reporting that there is shared ownership of nurture across the schools. A high number of respondents (93%) reported having confidence in the skills needed to support children who are distressed. These results strongly suggest that drive for sustainability through a whole school approach to nurture is progressing. The survey also reports that staff in schools are keen to continue to enhance and deepen their knowledge of nurture and nurturing approaches through further professional learning opportunities. Regular meetings were held with head teachers, deputes and heads of centre to ensure that good communication was maintained, and the results of surveys and data analysis were shared at meetings to celebrate the success of nurture interventions.

Professional learning was moved to virtual platforms in response to Covid-19 restrictions. This enabled the nurture group training to take place and ensured all staff in nurture rooms engaged with professional learning on the theory and practice of nurture groups. The annual nurture conference was also delivered virtually, and the nurture team engaged in a full day of nurture activity to enhance their skills and share practice.

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Nurture in Early Years Settings:
A flexible approach was taken to the delivery of early years nurture. This ensured that in the majority of settings children received a supportive nurturing intervention that positively impacted on their health and wellbeing and inclusion in playroom activities. Nurture Early Years Practitioners (EYPs) in most settings were able to run groups, where this was not possible due to the impact of the Public Health restrictions on the use of space nurture EYPs supported children in the playrooms, this had the advantage of modelling nurturing interactions for all playroom staff.

In total, 32 children were supported in their learning through Nurture in Early Years settings. Progress was evident in Boxall Profile strands A and B. These strands are the focus of planning and curricular activity in Early Years Nurture.

Strand A measures children's ability to give purposeful attention and 50% of children made progress while Strand B measures children's ability to participate constructively and 75 % of children made progress. 6 children continue to access targeted nurture support in the 2021-22 academic session either in early years or primary nurture groups.

Qualitative data shows that children's keyworkers identified progress including developing friendships skills, emotional regulation and managing transitions:
- "*Because he can identify his feelings and talk about them, he seems much calmer,*"
- "*Nurture has given my identified children a feeling of belonging, because they're much more able to control their emotions, allowing them to participate and join in with group games.*"

The skills children are acquiring and developing in the nurture group are being transferred to the playroom setting:
- "*His choices in playroom have widened, he's much more aware of how others are feeling, I think that's helped him make friendships.*"

Parents also identify changes in children's presentation:
- "I have noticed such a positive change in the way B accepts situations he may not like, he is able to control his anger better, his relationship with his teacher grew which encouraged him further."
- "T really enjoys the nurture room. He asks about it most days; he has really learned a huge amount for this – Well Done Miss P."

Nurture in Primary School Settings:

In the 25 primary settings nurturing approaches continued to be a key part of the recovery as staff supported children's health and wellbeing needs and development in classes and in targeted nurture groups. Nurture staff continued to engage with on-going professional learning and the specific learning on the use of a variety of establishment-based interventions. After a lengthy consultation and trial period in 2020-21, new measures were agreed for afternoon nurture groups. The Glasgow Motivational and Wellbeing Profile will be used to gather data in session 2021-22.

Analysis of the 2020-21 data indicates that 92% of young people have shown improvement on the developmental Boxall strand and 77% have shown improvement on the diagnostic Boxall strand.

Nurture in Secondary School Settings:

Secondary nurture was minimally affected this session. Nine secondary provisions continued to offer quality health and wellbeing and social emotional learning to first and second year groups. A designated Nurture time offered to secondary pupils was extended due to lockdown disruptions.

The Boxall Profile assessment is completed at the time of entry to and exit from the secondary nurture intervention, using the developmental and diagnostic strands. During the reporting period 83% of young people showed improvement on the developmental

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strand and 74% showed improvement on the diagnostic strand.

Case study: A journey through Nurture

"T started nurture when she was in P1. From observations it was obvious she was not ready to learn. She would wander around the classroom and regularly walked out of the classroom without staff permission and was very easily distracted. She joined Nurture in September 2017 and it took several months of a consistent routine, clear boundaries and patience before she started to settle and show her true potential.

As the months passed, she became much more able to focus and concentrate, which was also reflected in her classroom in the afternoon where her class teacher noted a huge difference in her attitude to activities and tasks. She could now complete very short activities for her class teacher without disrupting others. It also meant that she could go with our ASN teacher in the afternoon for a few short sessions (10-15mins) to help her with her numeracy and literacy. She was now a bubbly, happy wee girl who would run into school and give you a big cuddle.

After a slow transition out of Nurture she is now settled in her P4 class and still attends ASN for Numeracy and Literacy. Recent class teachers have kept us updated with her progress and she often appears up at our room (with her teacher's permission) to show us pieces of work of which she is proud. We can really see a difference in her willingness to listen and learn. She will now happily take part in class lessons and is an active member of her classroom community.

Nurture has made a huge impact in T's first few years of school. It provided her with a structure and routine that was lacking at home. It provided her with guidance and enabled her to learn and thrive. If you walked into her classroom now you would not be able to pick her out as she is settled and eager to please."

Secondary Counselling data (July 2021)
Based only on pupils who had their first session between August 2020 – May 2021

Demographics
Breakdown by stage

Stage	No. of Pupils	Percentage
S1	25	20%
S2	24	19%
S3	25	20%
S4	26	20%
S5	22	17%
S6	5	4%
Total	127	

Breakdown by gender

Gender	No. of Pupils	Percentage
Female	82	65%
Male	43	34%
Other	2	2%
Total	127	

Breakdown by care experienced status

Care experienced status	No. of Pupils	Percentage
Not care experienced	120	94%
Care experienced	6	5%
N/A	1	1%
Total	127	

Referrals

Referral type	No. of Pupils	Percentage
Pastoral	68	54%
Self-referral	57	45%
N/A	2	2%
Total	127	

The 3 most common reasons cited for attending counselling were anxiety (76%), low mood (63%) and stress (61%). This was followed by self-worth (43%), family problems (38%) and anger (35%).

At the time of analysis, 53 (41.7%) of the YP were ongoing with their counselling sessions and 25 (19.7%) YP have completed their

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sessions and have provided both pre and post data.

Impact of Counselling

We use three widely recognised measures to gauge the impact of the counselling service in secondary schools. The average score on the *CORE-YP assessment* dropped from 24.12 to 11.32 after counselling. This is an extremely statistically significant result. Using this measure, 100% of YP showed an improvement after counselling.

The average score on the Total Difficulties strand of the *Strengths and Difficulties Questionnaire* (SDQ) dropped from 18.53 to 11.41 after counselling. This is an extremely statistically significant result. Also, from this data, 94.1% of YP showed an improvement on this strand of the SDQ after counselling.

The average score on the Prosocial Skills strand of the SDQ increased from 8.06 to 8.59 after counselling. This is not a statistically significant result. From this data, 52.9% of YP showed an improvement on this strand of the SDQ after counselling.

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PRIORITY 4 – IMPROVEMENT IN EMPLOYABILITY SKILLS AND SUSTAINED, POSITIVE SCHOOL LEAVER DESTINATIONS FOR ALL YOUNG PEOPLE

We are working with the local Health & Social Care Partnership to deliver Foundation Apprenticeships in Health & Social Care. This industry sector has well publicised staff shortages and struggles to attract younger entrants. The curriculum is designed to offer a Level 6 qualification whilst introducing pupils to careers in that sector. Staff from the council's HSCP Learning & Development Team deliver the vocational Level 6 qualification to Senior Phase pupils from across our schools.

In the first year (Session 19/20) a small group of 8 pupils completed their qualification. An integral part of the qualification is the SVQ Level 2, which involves work placements in Social Care settings, so in the second year of delivery, the pandemic presented challenges that required creative solutions. Early in 2020, when it was evident that work placements were going to have to be suspended, virtual and simulated experiences were created to ensure that the pupils were not disadvantaged. Pupils remained engaged throughout the remainder of the academic session and of the 12 pupils who commenced the course, 10 achieved their full award and 2 achieved a partial award. All pupils from Years 1 & 2 progressed into positive destinations with many choosing progressions in this sector including Level 3 Apprenticeships, Health & Social Care HNC/D at college, Nursing and Paramedics.

Case Study – Developing the Young Workforce at Auchenharvie Academy

In the 2020-21 academic year, Auchenharvie Academy utilised PEF funding to support learners into positive pathways and destinations through DYW initiatives. The aim of this intervention was to implement the Career Education Standard throughout the curriculum and work collaboratively with partners to provide pupils with opportunities to enhance their skills and prepare them for the world of work. Over the year, six independent skills programmes (ISPs) and an employability course were delivered in partnership with Ayrshire College. Despite a large proportion of the year being dedicated to home and virtual learning, 51 pupils participated in at least one ISP and achieved at least one Level 4 qualification. Pupils engaged in these programmes have also had increased attendance, positive engagement with learning and demonstrated increased confidence. These courses support learners into a viable post-school destination either following the courses to further education level or in other positive destinations after they leave the school, contributing to the year-on-year positive post-school destinations statistics for Auchenharvie Academy.

During academic year 2020-21 all work placement opportunities were virtual. These were developed through strong partnership working with the Chamber of Commerce to establish employer links and promote opportunities to pupils. Three virtual work placements ran one day a week over the course of the year. Further information is provided in the table below:

Work Placement	No. Of Pupils	Impact
British Army	4	Pupils noted increased knowledge of jobs and roles within the British Army. Two pupils completed British Army applications. In addition, two pupils have applied for Uniformed Services at the Ayrshire College.
Construction (Morrison's Construction)	9	Pupils all gained experience in different job roles within the construction industry. They gained the chance to speak to several employees in

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		Morrison's Construction. They also had the opportunity to create a CV and participate in a mock interview. All pupils successfully completed the week and achieved a City & Guilds Virtual Certificate. Increased home learning attendance from some pupils was noted.
Business Branding (Large Printing Company)	2	Pupils gained DYW certificates of achievement for their excellent contribution to the branding and logo design of our two new ISPs.

In addition, all S4 and S5 pupils completed the Steps to Work award during June 2021. Over the course of the year several departments engaged with the Chamber of Commerce to create employer led virtual resources and webinars for pupils. These provide insight into pathways from curriculum to career and fuel learner post-school aspirations.

Positive Destinations
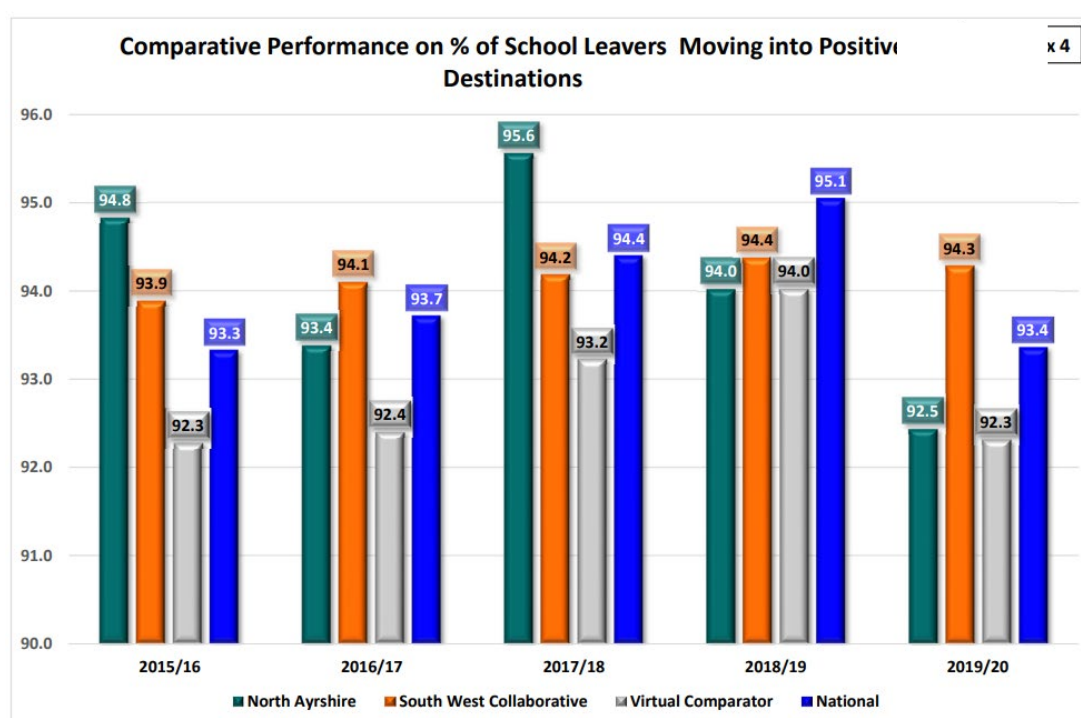
Before 2020, the percentage of school leavers moving into positive destinations in North Ayrshire had been one of the highest across Scotland. While 94% of the 2019 school leavers cohort has achieved positive post-school destinations (one percentage point lower than the National performance in the same year but in line with our Virtual Comparator and the SWEIC performance), in 2020 pandemic conditions 92.5% of the cohort entered positive destinations. The 2020 figure is in line with our Virtual Comparator but is lower than both the SWEIC and national performance.

The pandemic had a significant impact both nationally and locally on the type of school leaver destination in 2020. For example, while the proportion of school leavers going into education and training has increased from 74% in previous years to 75.5% in 2020, the proportion of school leavers going into employment has decreased in 2020 by 3 percentage points compared to 2019 and by even more than that compared to previous years.

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Annual Participation Measure
% of all 16-19 year olds participating in learning, work or training
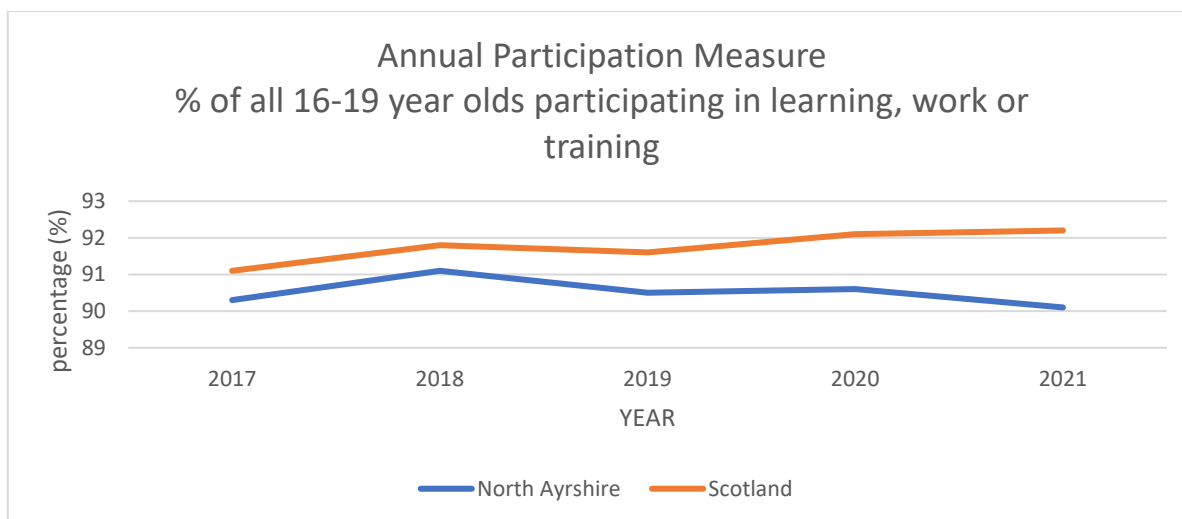
Skills Development Scotland's annual participation measure illustrates a slight decline in the percentage of young people participating in learning, work or training in 2021 as of August 2021. This reflects the local context and the economic impact of the Covid-19 pandemic on employment opportunities for young people. The service continues to monitor this and is working closely with partners to ensure opportunities for young people to participate in post-school opportunities are maximised in the year ahead.

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NORTH AYRSHIRE COUNCIL

30 November 2021

Cabinet

Title:	**Remembering Together - Scotland's Covid Community Memorial Programme**
Purpose:	To report on the North Ayrshire response to the proposed national programme of reflection and commemoration marking the impact of the Covid-19 pandemic.
Recommendation:	That Cabinet:

a) Notes the Remembering Together, Scotland's Covid Community Memorial Programme;
b) Authorises officers to continue to support this approach; and
c) Agrees to receive a further update on progress relating to the Remembering Together Programme in North Ayrshire at a future meeting.

1. Executive Summary

1.1 The First Minister announced in March 2021 that Remembering Together, Scotland's Covid Community Memorial Programme, will be delivered by Greenspace Scotland at the request of Scottish Government. Remembering Together will involve commissioned artists working with partners, communities, faith groups and those most affected by Covid in all 32 local authority areas to co-produce Covid memorial projects.

1.2 North Ayrshire Council has been invited to commission local artists to co-create with communities, with the support of Greenspace Scotland. Early discussions have taken place and an outline approach developed to meet the timescale. The programme is fully funded by Scottish Government through Greenspace Scotland.

1.3 Successful, widespread public engagement is fundamental to the success of the programme. This will be the responsibility of the commissioned artists/creative practitioners. The Council and Greenspace Scotland will provide guidance within its artists/creative practitioners' brief and regular online support sessions.

2. Background

2.1 Covid-19 has touched lives across Scotland and the world. Experiences vary widely; sacrifices have been made to save lives and support communities; many have lost loved ones; and lives have often been unimaginably difficult. It is a period of time which will never be forgotten.

2.2 On the first anniversary of the March 2020 'lockdown', the First Minister announced that the time was right to work together and develop a national programme of reflection and commemoration. It was announced that Remembering Together, Scotland's Covid Community Memorial Programme will be delivered by Greenspace Scotland. The aim is to create a fitting tribute which offers local people a connection and opportunity to respectfully reflect on the pandemic.

2.3 The programme will involve commissioned artists/creative practitioners working with partners, communities, faith groups and those most affected by Covid in all 32 local authority areas to co-create Covid memorial projects. Officers will ensure Locality Planning Partnerships are engaged and involved in the consultation process. North Ayrshire Council was approached by Greenspace Scotland to discuss how the local creative sector could be commissioned to carry out a programme of community engagement to establish what Remembering Together might look like in the North Ayrshire context.

2.4 From the early conversations it was clear that there is a need to maintain a flexible and open vision of any final memorial. The outcome of the public engagement might result in community art, music, or theatre. It could be fixed in one place or many places; digital; or mobile. The nature of the memorial will be coproduced through community engagement by the commissioned artist/s.

2.5 The programme is fully funded by Scottish Government through Greenspace Scotland. Phase 1 will be supported with £20k (£15k commission to the artists with a further £5k available to partners for access costs) to help to co-create with communities and shape ideas that reflect local people's experiences of the pandemic. The first phase of commissioning is expected to be underway in November 2021 and continue to spring 2022.

2.6 Connected Communities has asked for pre-programme discussions with local partners. A Commissioning Group is in the process of being established, including colleagues from NHS Ayrshire and Arran, arts/creative practitioners' groups and community organisations who were key partners in the response to the pandemic.

2.7 The Remembering Together website will be launched in late November. A brief has been developed for arts/creative practitioners by greenspace Scotland with input from North Ayrshire Council and it is anticipated that this will be circulated in early January 2022.

2.8 In phase 2, funding of circa £100k will be available in each local authority area to realise these projects, which may include commemorative gardens, memorials, artworks or events in parks, greenspaces, or other types of public space. Greenspace Scotland will support the programme through delivery, online support sessions, learning, connecting, and reflecting, ensuring legacy for all involved. This phase will be for 9 months and will immediately follow phase 1. It is anticipated the programme will conclude around March 2023.

2.9 There are already a number of Covid memorials in North Ayrshire which have been created by local communities. The Remembering Together Programme is not intended to diminish the importance of, or to replace these. Connected Communities are planning to liaise with existing memorials to establish a linked network through QR codes, similar to the North Ayrshire Heritage Trails. This will link back to current information and support groups.

3.   Proposals

3.1   That Cabinet:

   a) Notes the Remembering Together, Scotland's Covid Community Memorial Programme;
   b) Authorises officers to continue to support this approach; and
   c) Agrees to receive a further update on progress relating to the Remembering Together Programme in North Ayrshire at a future meeting.

4.   Implications/Socio-economic Duty

Financial

4.1   A budget of £15k is available through Greenspace Scotland for commissioning in phase1 of the programme, with £5k ringfenced in a central budget for access, depending on need. This will be followed by circa. £100k in phase 2.

Human Resources

4.2   Officers from Connected Communities will provide guidance and support to the commissioned artist/creative practitioner and Greenspace Scotland.

Legal

4.3   There are no legal implications at this stage.

Equality/Socio-economic

4.4   During the public engagement the commissioned artists/creative practitioners will be reaching into local communities to ensure that there is a widespread opportunity across all localities so that local people who wish to take part in Remembering Together, Scotland's Covid Community Memorial Programme can do so.

Environmental and Sustainability

4.5   There are no environmental implications at this stage. Until the nature of the memorial is known, it is not possible to say if a physical place or space has to be identified.

Key Priorities

4.6   The proposal contained within the report supports the North Ayrshire Council Plan priority:

   • Active and strong communities.

Community Wealth Building

4.7   The participatory approach, with the commissioning role of the North Ayrshire Council, supports community wealth building and employment opportunities for local artists/creative practitioners

5.   Consultation

5.1   Early discussions with local artists/creative practitioners have taken place regarding the programme and formation of Stakeholder Reference Group. A wide-spread programme of public engagement will be undertaken as part of the phase 1 commissioned work.

                                                                        Caroline Amos
                                         Executive Director (Communities and Education)

For further information please contact **Rhona Arthur, Head of Connected Communities,** on **01294 324415**.

Background Papers
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NORTH AYRSHIRE COUNCIL

30 November 2021

Cabinet

Title:	**Annual Performance Report 2020-21**
Purpose:	To advise Cabinet on the Annual Public Performance Report 2020-21.
Recommendation:	That Cabinet agrees to: a) Approve the Annual Public Performance Report 2020-21 set out at appendix one; note the status of the Council's performance indicators and actions at appendices two and three; and c) refer this report to the Audit and Scrutiny Committee for further consideration.

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1. Introduction

1.1 This Annual Performance Report (APR) summarises performance during the 2020-21 financial year based on our detailed six-monthly Council Plan Progress Reports.   The APR forms part of our suite of statutory reporting arrangements.

1.2 This is our second APR based on our Council Plan 2019-24.

2. Background

2.1 The Accounts Commission Direction 2018 on Public Performance Reporting sets out categories of performance information. This Direction gives us flexibility in determining which PIs meet the requirements of the Direction in order to demonstrate Best Value. The Accounts Commission expects us to ensure balanced reporting in terms of improvements in performance and areas of focus as timeously as is practical. The Direction is outlined in Table 1 below:

Table 1	
Part 1: Improving local services and local outcomes	**Part 2: Demonstrating Best Value**
Statutory Performance Indicator 1 • Performance in improving local public services, provided by both (i) the council itself and (ii) by the council in conjunction with its partners and communities. • Progress against the desired outcomes agreed with its partners and communities. The Commission requires the council to report such information to allow comparison (i) over time and (ii) with other similar bodies. The Commission requires the Council to report on information drawn from the Local Government Benchmarking Framework in particular and from other benchmarking activities.	**Statutory Performance Indicator 2** • The Council's assessment of how it is performing against its duty of Best Value, and how it plans to improve against this assessment. • Audit assessments of its performance against its Best Value duty, and how it has responded to these assessments. • In particular, how it (in conjunction with its partners as appropriate) has engaged with and responded to its diverse communities.

2.2 A proposed 2021 Direction is with local authorities for consultation and if approved by the Accounts Commission in December, is expected to come into force on 1st April 2022. Further details on the 2021 Direction will be provided separately.

2.3 In order to meet the meet the current 2018 Direction the APR forms part of a suite of public reporting which includes:

- The Community Planning Partnership Annual Report
- Council Plan progress reports
- Local Government Benchmarking Framework
- Education Insight
- Education Authority Annual Plan
- North Ayrshire Performance Dashboard
- HSCP Annual Performance Report

3.   Performance Summary

3.1   Key Highlights

Our joint response with partners to the Covid-19 pandemic has been our main focus during 2020-21. However, despite the additional demands on our services we have still managed to significantly progress our Council Plan priorities during the year.

- Our response to the Covid-19 Coronavirus pandemic included:
  - Emergency Management Governance arrangements were established immediately.
  - 33,152 calls received by our Community Hubs and 96,465 food deliveries made.
  - 60,000 shopping vouchers worth £1.7million provided to children eligible for free school meals in addition to the equivalent of 1.26million meals distributed to North Ayrshire families.
  - 3,194 pieces of IT equipment such as Chrome Books, iPads, Wi-Fi routers and SIMs provided to our pupils to access online learning.
  - Our Childcare Hubs cared for 523 children of key workers during the first lockdown period, rising to 1,002 children during January and February.
  - Over four million items of Personal Protective Equipment (PPE) were supplied including over one million masks during the year.
  - Our first fully online Joint Cabinet saw 110 of our young people share their views alongside our Council Cabinet, senior officers, Members of the Scottish Youth Parliament and the Youth Council Executive.
  - £39.69million in grants were distributed to local businesses and those newly self-employed.
  - We supported our workforce's wellbeing to ensure they could continue to provide high quality services including through the introduction of Wellbeing Warriors, employees trained in mental health first aid, to support colleagues and Health and Wellbeing Hubs for care teams.

- Our progress against our Council Plan priorities included:
  - Ratification of the £251million Ayrshire Growth Deal.
  - Our Community Wealth Building Strategy and Anchor Charter launched with a £3million Ayrshire Growth Deal Community Wealth Building Fund approved.
  - We supported 187 community projects through participatory budgeting.
  - We confirmed we will deliver 1,140 hours of Early Learning and Childcare provision from August 2021, following substantial work to complete 25 projects to ensure we provide inspiring and safe places for our children.
  - Our Cost of the School Day initiative was introduced which will see £500,000 invested annually to help local families.
  - £15.9million in income has been generated for residents via the Money Matters Service and £1.7million for our tenants through our Welfare Reform Advice Team.
  - We implemented the Young Person's Suicide Support Pathway as a preventative and early intervention approach to supporting vulnerable young people who have made a significant attempt to take their own life.
  - We gained approval for a £250,000 Islands Recovery and Renewal pilot project.
  - We launched our Local Green New Deal with an investment fund of £8.8million to help create sustainable employment and support our net-zero carbon emissions target for 2030.
  - We received Cabinet approval on 26 January 2021 for the development of a £6.768m solar PV farm installation at Nethermains former landfill site.
  - 49 new homes have been created at Watt Court, Dalry as part of a £7.66million project
  - We received a very positive Best Value Assurance Audit and have progressed all four recommendations.

3.2   Areas of Focus

The Annual Performance Report contains the following areas of focus as at March 31st 2021. At time of writing this covering report (November 2021), many of these areas have been significantly progressed or completed and will be outlined in our Mid-Year Council Plan Progress Report:

- Present findings from our review into Libraries, Community Halls and Lets to Council for approval.
- Welcome the opening of our Additional Support Needs school at Lockhart Campus.
- Prepare for the start of universal free school meals for primary four pupils commencing in August 2021 and plan for the roll out to further primary year groups by August 2022.
- Launch our Cost of the School Day Conference and policy in June.
- Implement the £500k Business Transition Fund and Green Route Map to support businesses.
- Launch the 'Better Off Hub' demonstrator project to provide holistic financial support for our residents.
- Implement the funding of over 450 jobs as part of our Kickstart programme.
- Continue to adapt our proactive and reactive Protective Services to deal directly with Covid-19 as well as reintroducing, on a risk based and nationally guided approach, other critical public safety services such as food premises inspections.
- Begin the development of two Island Plans for Arran and Cumbrae as part of the Islands Recovery and Renewal Pilot, including the publication of a Cumbrae socio-economic profile to inform the Cumbrae Island Plan.
- Progress major projects across the Housing and General Services Capital programmes.
- Work in partnership to deliver a master planned approach for Ayrshire Growth Deal projects.
- Progress the Sheltered Housing Re-provisioning Programme, which includes the refurbishment of the remaining sheltered housing complexes across North Ayrshire.
- Progress Garnock Valley projects from the Estate Based Regeneration Programme to rehome residents and regenerate 48 flatted properties.
- Progress the Ardrossan Low Carbon Hub and Ardrossan Connections projects in partnership with Growth and Investment.
- Develop the communication plan for climate change awareness prior to the 26th UN Climate Change Conference of the Parties (COP26) in November.
- Develop Our Future Working Environment project as part of our Renewal Programme.

4. Performance Indicators

4.1 Appendix two details Performance Indicators from the Council Plan Performance Framework, showing (where available) targets and a traffic light (**Red**, **Amber**, **Green**) symbol to show whether: The target level of performance has been achieved (**Green**); is slightly adrift of target (**Amber**); or is significantly adrift of target (**Red**).

4.2 Analysis of the indicators is outlined in Table 1 below. Where data is not available for 2020-21, the most recently available data up to the annual figure for 2019-20 is used. 78.1% of indicators where the status is known are on target or slightly adrift of target. This is slightly below the previous year, when 80.7% of indicators had this status, however fewer indicators had data available at time of reporting that year.

Table 1

2020-21 Summary of Performance Indicator Status		
Traffic Light	**2020-21**	**2019-20**
✅ on target	19 (59.4%*)	18 (69.2%**)
🔺 slightly adrift	6 (18.7%*)	3 (11.5%**)
🔴 significantly adrift	7 (21.9%*)	5 (19.2%**)
🟦 status unknown or data only	2 (5.9% of all Council Plan indicators)	8 (22.2% of all Council Plan indicators)

of the 32 indicators where status is known
**of the 26 indicators where status is known

4.3 Of the two indicators where status is unknown or data only, CP_04 "Percentage of children achieving their developmental milestones at the time the child starts primary school", will not be updated for the 2019/20 time period (most recent available) as the data was not collected nationally during that academic year due to Covid-19.

4.4 The Covid-19 coronavirus pandemic has affected our performance in many ways, for example attendance at leisure facilities has decreased by 96% due to their closure, while the percentage of self service transactions has increased from 41.3% to 58% compared to 2019/20 (we maintained telephone communication to ensure our most vulnerable were not digitally excluded). We will continue to recover areas negatively impacted, while embedding the lessons learned from areas positively affected.

5. Delivery Plan

5.1 There are 41 overall actions within the Council Plan. Due to the Covid-19 pandemic a Delivery Plan for 2020-21 featuring sub-actions was not produced.

5.2   The Corporate Policy, Performance and Elections team proposed estimated statuses for the Council Plan overall actions based on the information available through Council Plan and Supporting North Ayrshire Together reports. On 31st August 2021 Cabinet approved these estimates. They are attached in appendix three.

5.3   Based on information available 95.1% of actions are either on target or slightly adrift of target at 2020-21 year-end compared to 100% in 2019-20.

Table 2

2020-21 Summary of Overall Action Status		
Traffic Light	**2020-21**	**2019-20**
✅ on target	34 (82.9%)	28 (68.3%)
🔺 slightly adrift	5 (12.2%)	13 (31.7%)
🛑 significantly adrift	1 (2.4%)	0
X off programme*	1 (2.4% of all Council Plan actions)	0

CP_28 "We will form a partnership with other Councils to introduce a low-cost energy offer" - Following a decision by Nottingham City Council to sell their not-for-profit energy company following an audit identifying significant financial losses. This action is being reviewed and may not be taken forward.

6.   Proposals

It is proposed that Cabinet agrees to: a) Approve the Annual Public Performance Report 2020-21 set out at appendix one; b) note the status of the Council's performance indicators and actions at appendices two and three; and c) refer this report to the Audit and Scrutiny Committee for further consideration.

7.   Implications/Socio-economic Duty

Financial

7.1   There are no financial implications.

Human Resources

7.2   There are no human resource implications.

Legal

7.3   This report confirms the arrangements for the Council's compliance with its duties under the Local Government Act 1992 and the Local Government in Scotland Act 2003 and commitment to improving public performance reporting.

Equality/Socio-economic

7.4   There are no equality/socio-economic implications.

Environmental and Sustainability

7.5   There are no environmental and sustainability implications.

Key Priorities

7.6   This report helps to demonstrate the Council's delivery of its strategic priorities.

Community Wealth Building

7.7   There are no community wealth building implications.

8.   Consultation

8.1   Feedback from the Executive Leadership Team (ELT) informed the content of this report.

Aileen Craig
Head of Service (Democratic)

For further information please contact **Barry Tudhope, Senior Manager (Corporate Policy, Performance & Elections)**, on **01294 324113**.

Background Papers
Council Plan 2019-24

Annual Public Performance Report
2020-21
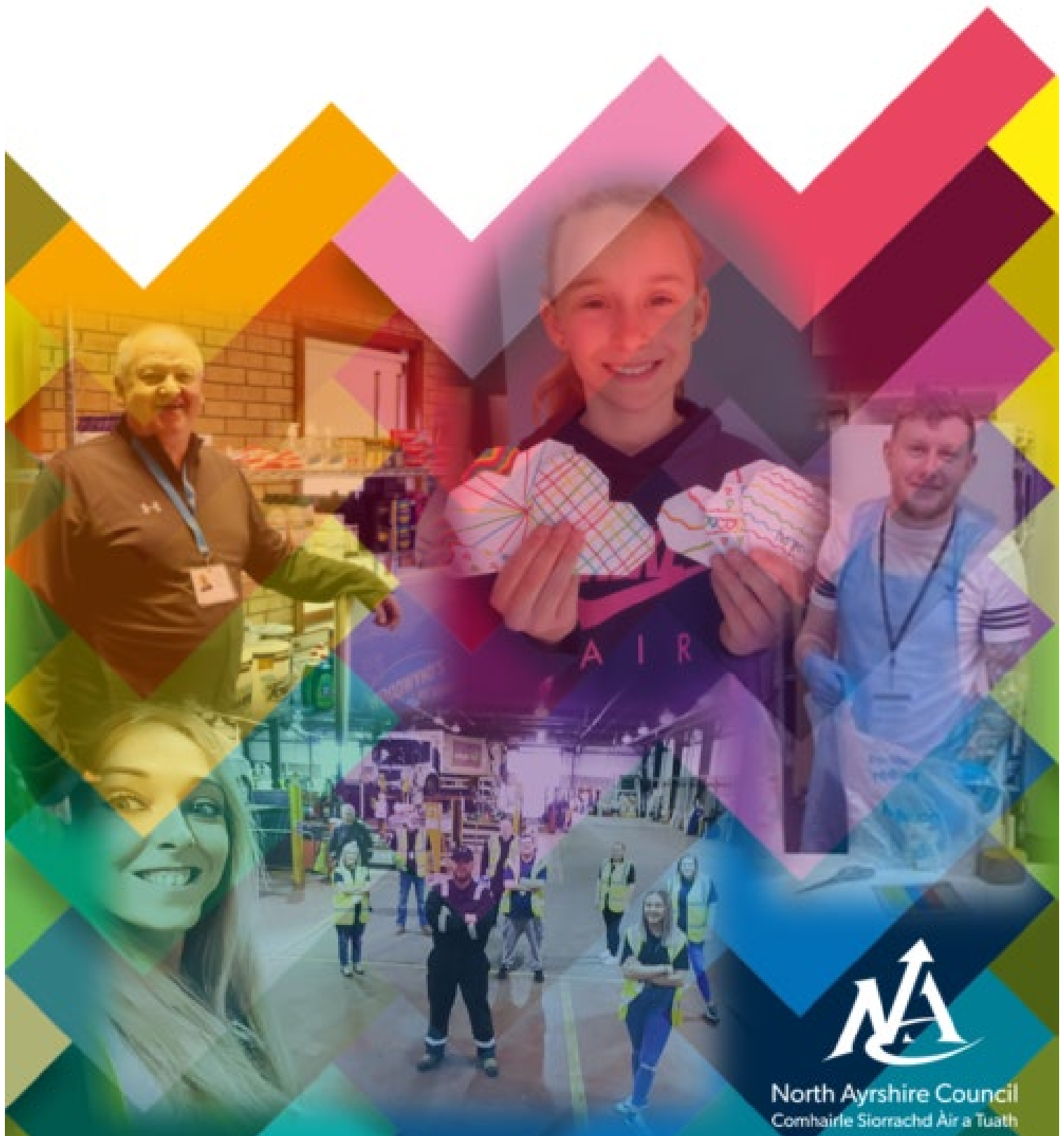
North Ayrshire Council
Comhairle Siorrachd Àir a Tuath

Contents

Our Vision

"A North Ayrshire that is 'Fair for All'"

Our Mission

"Working together to improve wellbeing, prosperity and equity in North Ayrshire"

Our Priorities:

Aspiring Communities
Inspiring Place
A Council for the Future

Welcome to our 2020-21 Annual Performance Report, the second annual report on our progress against our Council Plan 2019-24.

Normally at this point we would begin to mention some of the highlights and achievements from the previous year. However, none of what we have experienced this year can be classed as normal and attempting to summarise using almost any method falls short.

Instead, we want to begin by expressing our utmost pride and gratitude to every single one of you. The way our teams, communities, public, private and third sectors have combined to protect our most vulnerable and ensure services continued to run wherever possible, despite personal turmoil due to the Covid-19 pandemic, is truly humbling. That every resident of North Ayrshire changed their daily lives to abide by the restrictions was essential. Thank you.

With this in mind, our Annual Performance Report includes an overview of our response to the pandemic. The scale and complexity of our partnership response is outlined in more detail in our previously published 'Supporting North Ayrshire Together' reports and we would urge you to take a look at these if you haven't already done so to get a fuller insight into the impact of our joint response.

The equivalent of 1.26 million free meals to families, over 33,000 calls received, over four-million items of Personal Protective Equipment (PPE), 1,002 children supported daily at our Childcare Hubs, £312,000 in hardship grants to those newly self-employed… …behind each one of these figures is one of our residents, a family in need, picking up the phone and being told "Yes, we can help."

Incredibly, though all of our teams were involved in the response (and many continue to be) either directly or through secondment to other teams, we have still managed to deliver our Council Plan priorities. Out of necessity some areas have seen lower than usual levels of performance as a direct result of the pandemic, but overall performance remains strong. Our £251million Ayrshire Growth Deal (AGD) has been ratified and will be key in building a stronger wellbeing economy as we enter our recovery. Our Community Wealth Building Strategy and Anchor Charter were launched, ensuring key organisations committed to our area due to their mission, assets and relationships ('anchor institutions') consciously support our local economy through local supply chains. The strategy is supported by the AGD Community Wealth Building Fund of £3million.

Our children and young people will be supported through an annual £500,000 Cost of the School Day initiative and we confirmed that despite the pandemic, we will deliver 1,140 hours of Early Learning and Childcare provision from August 2021. To ensure the voices of our young people are heard, our Youth Participation and Citizenship Strategy 2021-25 "Step up, Speak Out" was launched and we put our aims into practise when, despite restrictions, 110 of our young people took part in our first fully online Joint Cabinet.

We commenced our multi-million-pound council housing development at Irvine Harbourside which will provide 71 new homes including sheltered accommodation and homes suitable for our residents with disabilities.

We signed a formal agreement with Crown Estate Scotland in June which will increase opportunities for regeneration and investment.

In order to embrace a green economic recovery, we launched our Local Green New Deal with an investment fund of £8.8million, a Green Jobs Fund of £500,000 and a tree planting programme of £500,000. These will help create employment and training throughout North Ayrshire. They also support our ambition to be a net-zero carbon emissions council by 2030, which advanced further following Cabinet approval of a £6.768million solar PV farm on the former landfill site at Nethermains.

Considering all of this has been achieved despite the global pandemic, it demonstrates the strength and commitment of everyone within our Council and our partners. Together we really are greater than the sum of our parts, together we really can deliver a North Ayrshire that is Fair For All.

Councillor Joe Cullinane
Leader of the Council

Craig Hatton
Chief Executive

The Corporate Policy, Performance and Elections Team welcome any feedback you may have. We strive to make our Council and reports as accessible as possible and appreciate opportunities to discuss how this can be achieved. For further information please contact:

The Corporate Policy, Performance and Elections Team
Tel: 01294 324648
Email: NorthAyrshirePerforms@north-ayrshire.gov.uk

A Year of Key Events

April 2020
- Emergency Management Team and Emergency Governance arrangements continued.
- All teams working from home were provided with vital support by our ICT team.
- Our Community Hubs recevied an average of 435 calls a day.
- Childcare hubs supported an average of 523 children of key workers each day (rising to 1,002 in January).
- Almost 4,000 households in receipt of free food
- Business Gateway Webinars launched to support local businesses in addition to national support.
- Covid-19 Q&A session held online with our Chief Executive and Council Leader.

May 2020
- Support for our residents and businesses continued.
- We launched our Community Wealth Building Strategy.
- The Community Wealth Building summit, led by our Council Leader, was streamed live via Facebook.

June 2020
- We received our extremely positive Best Value Assurance report, highlighting we are continually improving to support our local communities.
- Business support helpline launched as a joint initiative with North, South and East Ayrshire Councils.
- Birth registration service restarted
- Ardrossan community campus given approval by the Scottish Government.
- Our new state of the art Additional Support Needs school was named Lockhart Campus.

July 2020
- With the equivalent of 1.26 million meals distributed to families since 23rd March, we moved to voucher provision.
- Household Waste Recycling Centres re-opened in line with national guidance and kerbside waste collections services continued uninterrupted.
- We progressed our £18million plan for a comprehensive flood protection scheme for the Upper Garnock Valley.
- We launched our 'Keep it Local' campaign to encourage local spend and support our local economy.

August 2020
- We became the first Scottish local authority to join the Wellbeing Economy Alliance, which aims to deepen understanding and advance the shared ambition of building wellbeing economies.
- We welcomed our young people back to our schools with necessary precautions to keep everyone as safe as possible.

September 2020
- We launched our Economic Recovery and Renewal Approach which sets out our ambitious 'Local Green New Deal' for North Ayrshire with a focus on building back the local economy better, fairer and greener.
- Our commissioned Fraser of Allander Institute report 'The Impact of Covid-19 on the Arran Economy' published.
- 54 free visitor moorings at Arran and Cumbrae re-laid to encourage responsible tourism.

October 2020
- We launched and co-signed Scotland's first Community Wealth Building Charter alongside East and South Ayrshire Councils, NHS Ayrshire and Arran, Ayrshire College and Scottish Enterprise.
- Our 'Better Off Hub' two year financial inclusion demonstrator project was approved by Cabinet.

November 2020
- £251million Ayrshire Growth Deal ratified.
- First fully online Joint Cabinet took place, with 110 of our young people participating.
- Construction starts on 71 new homes at the Irvine harbourside housing development.
- 'Let's Do This' campaign launched to help suppress the virus.

December 2020
- £100 Hardship Payments distributed to each child eligible for free school meals.
- Our Library Service and our Health and Social Care Partnership (HSCP) coordinated the Christmas Gift Appeal for families.
- We supported Ardrossan's Whitlees Community Association to open its Quaint Larder.

January 2021
- An average of 1,002 children supported by our Childcare Hubs each day.
- We approved our Tree Planting Strategy to plant 108,000 trees across North Ayrshire as part of our commitment to be 'net-zero' by 2030 in response to the climate change emergency.
- We approved our plans to build an eco-friendly £6.768 million solar photovoltaic (PV) farm to help address fuel poverty and reduce North Ayrshire's carbon footprint.

February 2021
- £3million Ayrshire Growth Deal Community Wealth Building Fund was approved.
- We approved our £500k Green Jobs Fund as part of our Local Green New Deal for our economic recovery from Covid-19, through building back our economy better, fairer and greener.

March 2021
- £100 Spring Hardship Payments distributed to eligible families.
- £100,000 Community Renewal and Recovery Fund launched with the North Ayrshire Ventures Trust to support the third sector.
- We approved our £373million capital budget for the next 10 years for our important infrastructure projects including: our school estate, roads network, solar PV farm and flood protection schemes.
- On 23rd March we marked the National Day of Reflection, the one year anniversary of lockdown.

Elected Members*

Labour	SNP
11	**10**

Conservative	Independent
7	**4**

Alba
1

***As at 31st March 2021**

Employees

6,037.9 Full Time Equivalent
75.4% Female
24.6% Male

Economy

55,700 Adults in employment

27.9% of children living in poverty

SIMD living amongst 15% most deprived areas in Scotland **27.6%**

Businesses operating in North Ayrshire 3,285

Population Breakdown

Population **137,470**
52.4% Female
47.6% Male

Life Expectancy

Female **80 years**
Male **76.1 years**

Infrastructure
Key assets include:

Early Years Centres	
6	Council owned
16	in partnership
Primary Schools	**48**
Secondary Schools	**8**
Additional Supports Needs Schools	**4**
Council Houses	**12,888**
Km of roads	**1,039**

Overall Performance

Our Council plan is supported by 34 performance indicators and 41 actions. In 2020/21 data was available for 32 of the indicators at year end. Of these, 78.1% were on or only slightly adrift of target. More detailed information on our performance indicators can be accessed through our half yearly Council Plan Progress reports and our new North Ayrshire Performance Dashboard on our website.

Our 41 actions are usually supported by a suite of sub-actions contained in our Delivery Plan. Due to the pandemic these were not developed for 2020-21. However, based on information available, it is estimated that 95.1% of actions were either on or only slightly adrift of target during 2020/21.

In 2020/21 **78.1%** of indicators with data available and **95.1%** of actions were on or only slightly adrift of target

The National Picture

The Local Government Benchmarking Framework (LGBF) is a national tool designed to enable us to compare performance across all 32 local authorities in Scotland, identify best practice and improve our services. The number of indicators in the LGBF can change each year.

During 2019/20 (most recent data available as at May 2021) 87 of the 97 indicators had data available. Of these, 54% of our indicators, were performing above the Scottish average (47 indicators). The chart below shows the percentage of our LGBF indicators within each quartile.

Our Council Plan Performance Framework contains 34 performance indicators, of which nine are sourced from the LGBF. Of these nine, six have improved and three have declined.

You can explore our performance and how we compare with other local authorities in Scotland in more detail using the My Local Council tool, a link is also available through our Performance Dashboard.

Chart data:

Year	1st Quartile	2nd Quartile	3rd Quartile	4th Quartile
2016/17	28%	31%	24%	17%
2017/18	29%	39%	17%	15%
2018/19	30%	30%	18%	22%
2019/20	27%	32%	24%	17%

About Us
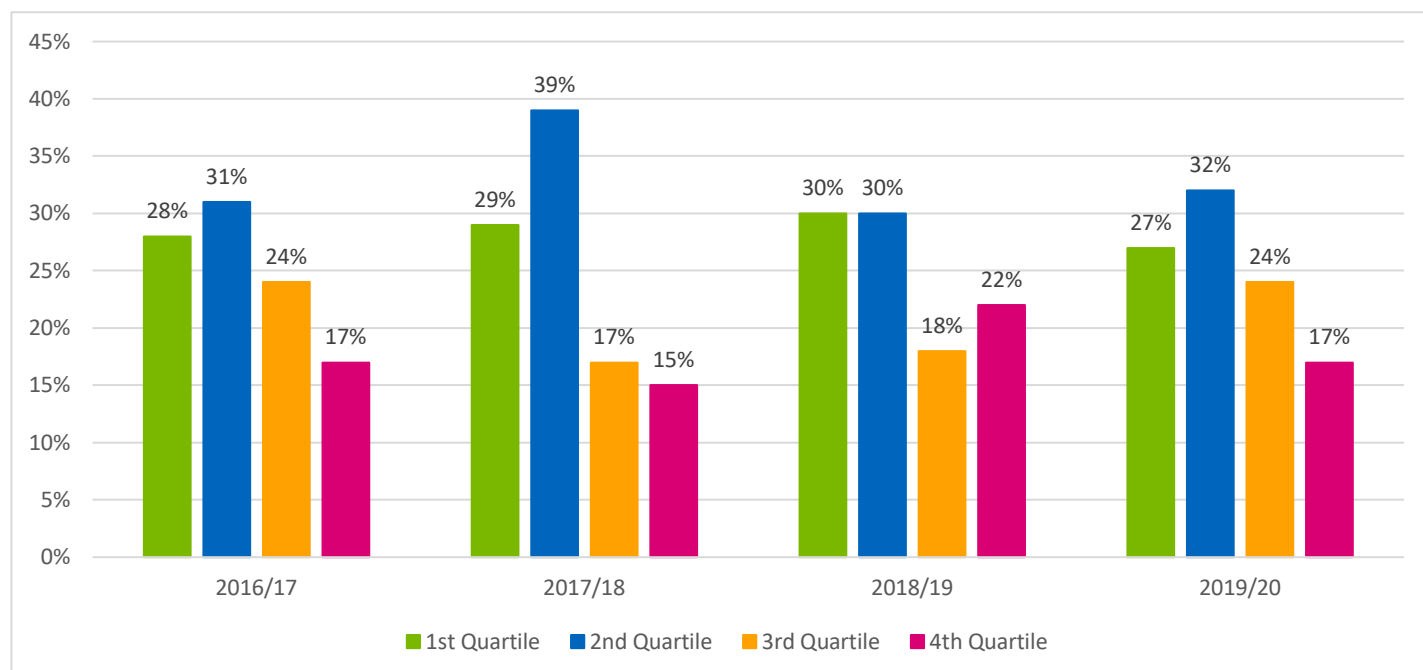
Financial Overview

Where we get funding:
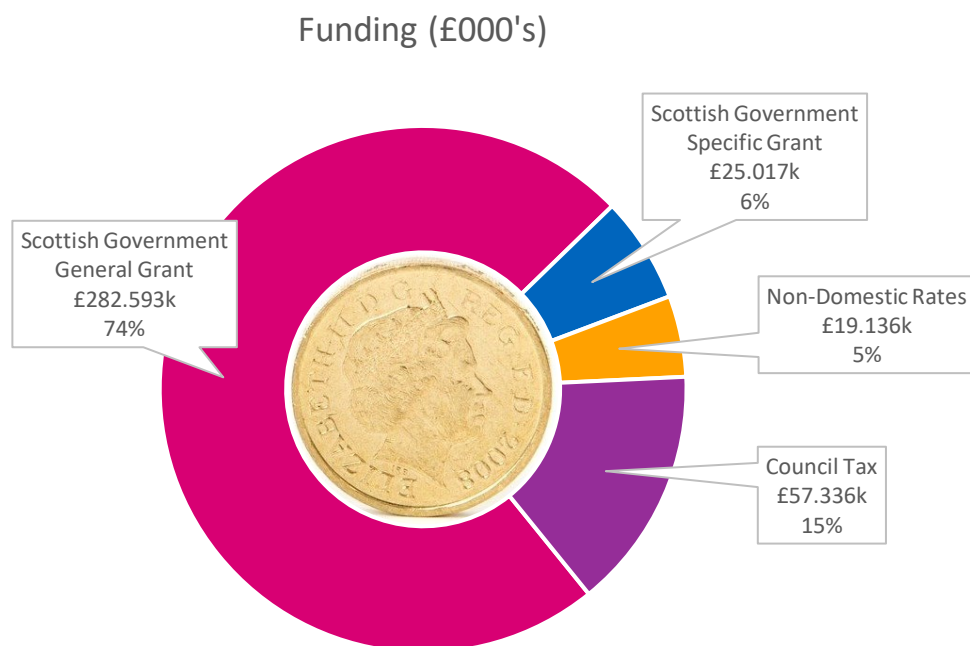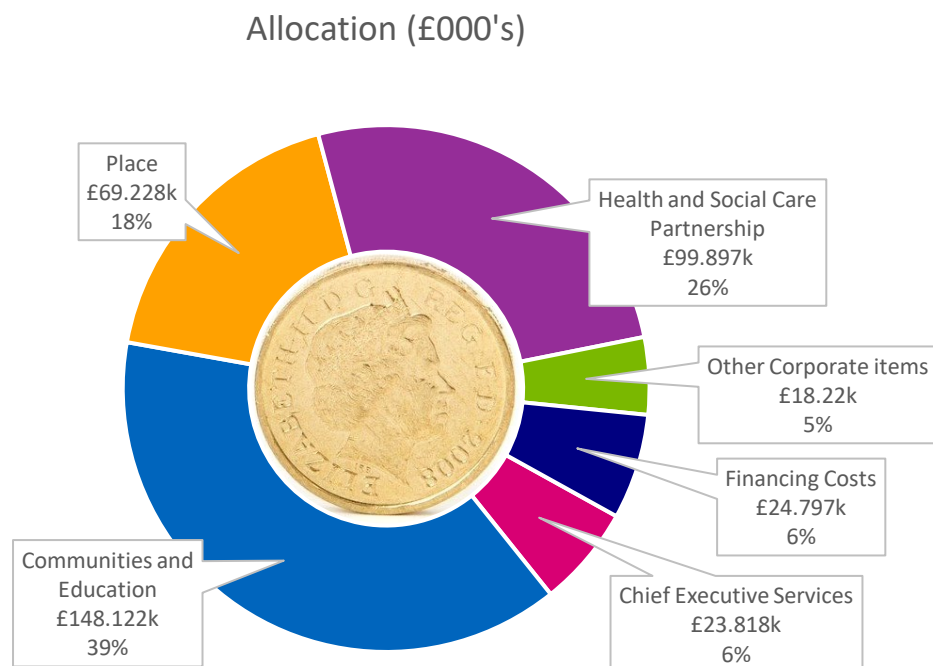
Funding (£000's)

- Scottish Government General Grant £282.593k 74%
- Scottish Government Specific Grant £25.017k 6%
- Non-Domestic Rates £19.136k 5%
- Council Tax £57.336k 15%

Allocation:

Allocation (£000's)

- Place £69.228k 18%
- Health and Social Care Partnership £99.897k 26%
- Other Corporate items £18.22k 5%
- Financing Costs £24.797k 6%
- Chief Executive Services £23.818k 6%
- Communities and Education £148.122k 39%

North Ayrshire Council — *Annual Performance Report – 2020-21* — *Page 6 of 24*

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The scale and complexity of our partnership response to the Covid-19 Coronavirus pandemic means that although this section attempts to provide a summary, please refer to the [Supporting North Ayrshire Together](#) reports on our website for full details.

Every element of our response to the pandemic involved partnership working with our communities, the public, private and third sectors, and across our own teams. No response area could operate in isolation.

Supporting Our Communities

Our Community Hubs supported our residents by providing access to food, prescriptions and other assistance. During their initial year they received 33,152 calls, made 96,465 food deliveries, collected 13,713 prescriptions and directed 3,746 enquiries to other services

Our Food Hubs provided 60,000 shopping vouchers for children eligible for school meals since July 2020, worth £1.7 million. Prior to this the equivalent of 1.26million meals were distributed to families.

Our Holiday Hunger initiative ensured children were fed throughout the school holidays, with additional £100 payments made to those in receipt of free school meals in December and £100 Spring Hardship Fund payments to eligible families.

Children of key workers were supported through our Childcare Hubs. During the first lockdown an average attendance was 523 children, this rose to 1,002 in January and February.

We arranged for 3,194 items including Ipads, Chromebooks and SIMs to reach our pupils so they could access online learning.

Over four million items of PPE were supplied to carers such as sanitiser, gloves, aprons and over one million facemasks during the year.

Our first fully online Joint Cabinet took place in November involving 110 young people from across our secondary schools.

We launched a social media campaign to raise awareness of child protection which resulted in an increased number of calls relating to child welfare. In addition we continued to visit children including 991 visits to the most vulnerable children during the first lockdown.

Care at Home Service capacity was increased to support individuals returning home from hospital. We ensured measures were in place so face to face support for our most vulnerable residents could be maintained.

Virtual community centres were launched to ensure crucial social networks could be maintained.

We managed car park availability at our most popular tourist destinations to protect our local residents, reinstating them as restrictions eased.

> *"To All of you,*
>
> *…We can't thank you all enough. There are simply no words to describe how devastating this has been for everyone and for a team of hard working people to keep my family fed and make sure everyone in North Ayrshire has help is more than I could have ever imagined.*
>
> *The staff put themselves at risk to support my family and many many others in a time of uncertainty in their own lives… …I wish there was another way of thanking you all??*
>
> *Please take care, stay safe and know that my family will never forget what the Council and its hard-working hands of staff have done!"*
>
> *North Ayrshire Resident*

Supporting Our Businesses

Within days of lockdown we had established Business Gateway Webinars in addition to national support.

In partnership with South and East Ayrshire Councils, we launched a Business Support Helpline in June where calls were automatically routed to advisers in their area.

During the year teams from across our Council worked together to distribute £39,378,430 in grants to local businesses and £312,000 of newly self-employed hardship grants.

School Transport contracts continued to be paid at 75% during school closures.

Our payment terms reduced from 30 days to immediate payment to support our suppliers.

Licences including liquor and temporary licences for some taxis were extended.

Our Environmental Health team worked closely with a variety of businesses including takeaways, supermarkets and local stores to ensure food was being handled, stored and produced hygienically and in compliance with legal requirements. Our Trading Standards team offered support to businesses and retailers to ensure they were compliant with regulations prior to the return of customers. Both teams worked closely with Police Scotland to ensure regulations were complied with.
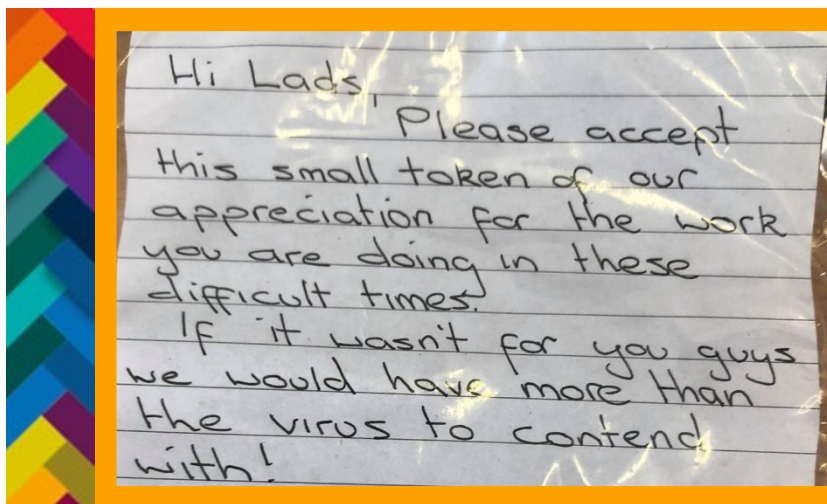
Our Planning Team immediately supported the Scottish Government Chief Planner in relaxing enforcement of public houses and restaurants to enable temporary provision of takeaway services even if their licence did not cover it.

Our Council Operations

Our Emergency Management Team and Emergency Governance arrangements were established immediately, allowing our Chief Executive, in consultation with Political Group Leaders and a representative from our Independent Elected Members to consider urgent matters. All decisions were reported to Cabinet when meetings re-established online.

Our ICT team provided critical support which enabled an increase in the number of employees remotely accessing systems from 100 to over 1,200 users per day

We maintained a full waste collection and recycling service throughout the pandemic, despite resourcing challenges and significantly higher amounts of household waste being generated as people spent considerably more time at home.

Our Transport Hub provided support to NHS colleagues and patients requiring critical care and transport to vaccination appointments.

During the winter weather our Roads Service was able to provide a normal gritting service, including throughout a prolonged spell of cold weather in early January 2020 when our gritting fleet was out around the clock.

Wellbeing support was provided to our teams through a range of methods to ensure they could continue to provide services.

At A Glance: Aspiring Communities

33,152 calls received by Community Hubs and **96,465 food deliveries** made

Equivalent of **1.26million meals** distributed alongside **£1.7million of vouchers**

187 community projects funded through participatory budgeting

£188,546 awarded from the Community Investment Fund

£500,000 per year invested towards the Cost of the School Day

Over 4million items of PPE distributed

£15.9million in income generated for residents via the Money Matters Service this year

£3million Community Wealth Building Fund approved as part of the Ayrshire Growth Deal

What Has Been Achieved So Far

Active and Strong Communities

We progressed the third stage of our consultation into how libraries, community centres and halls deliver their services in future. We work hand-in-hand with our residents to ensure they have a real voice in the consultation.

We were able to host our 'Substance of our Communities' participatory budgeting event, which was moved online allowing our communities to take part. Residents were given the opportunity to decide which projects would receive funding, while community projects were able to bid for grants of between £8k and £10k. In total six projects were successful in receiving grants.

Our Community Investment Fund (CIF)

Our Community Investment Fund has been able to help several projects, including:

The Young People's Mental Health Project led by Arran Youth Foundations and Arran High School Parent Council, was awarded £45,226 to provide innovative projects to improve the wellbeing of all children and young people in Arran.

The Ardrossan Community Sports Hub was awarded £43,320 to operate the Seafield School site under community ownership. They plan to establish a community gym supported by qualified coaches and a range of volunteers.

Raise Your Voice With Ardeer was awarded £100,000 towards a community hub at the Beach Park in Stevenston. This, alongside £130,000 from the Scottish Government Regeneration Capital Grant Fund, means construction on the hub including a café, workshop and classroom can begin. We are also assisting the charity in securing a Community Asset Transfer so they can take ownership of the site.

We have worked in partnership with **Friends of Millport Town Hall** in a successful application for £1.5m from the Scottish Government Regeneration Capital Grant Funding to regenerate the hall into a purpose-built community hub. This is in addition to £200,000 CIF funding, and £118,852 from the Scottish Government's Crown Estates funding for Coastal Communities. The hall will be used as a Community Hub, Arts/Culture Centre, starter Men's Shed, main staged hall and three holiday let flats.

Our Participatory Budgeting (PB) Fund for 2020/21 invited community groups to bid for funding to support their projects. There were three strands of PB: Locality with £97,000 available, Youth with £60,000 available and Arts and Culture with £10,000 available.

Children and Young People Experience the Best Start in Life

Our Youth Participation and Citizenship Strategy 2021-25 "Step up, Speak Out," including plans to establish Scotland's first Young People's Commission, has been launched to ensure our young people's voices and lived experiences inform our approach through a culture of "nothing about us, without us".

Our Children's Services Planning including our Children's Services Plan, Children's Rights Report and our Child Poverty Action Plan, have been redeveloped for the next three years. Our Children's Rights Report emphasises our commitment to the UN Convention on the Rights of the Child (UNCRC). Our Child Poverty Action Plan has resulted in the approval of our Cost of the School Day (COSD) initiative.

Following a full review of our 1,140 hours of Early Learning and Childcare provision in light of pandemic, we announced we will deliver 1,140 hours of childcare provision from August 2021.

Our children and young people due to move to our new £30million Additional Support Needs Lockhart Campus in Stevenston have experienced it virtually through 3D headsets, an essential step to support our children and young people become familiar with their campus before it opens. A first of its kind in Scotland, the campus will provide a specialised support environment for 200 of our young

people with additional needs aged from two to 18 years.

A partnership working audit was completed for The Meadows residential house. The audit highlighted how the care team have been exceptional throughout the pandemic in supporting our young people and retaining a nurturing environment.

Inclusive, Growing and Enterprising Economy

Our Community Wealth Building (CWB) Strategy launched in June, the first in Scotland. It sets out how we will work in partnership to create a fairer local economy that tackles poverty and inequality. This was followed by the CWB Anchor Charter in October, committing key local institutions to an inclusive economy.

We approved the £3million Ayrshire Growth Deal CWB Fund in February, which will establish support for local businesses and community organisations across North, South and East Ayrshire and fund a Fair Work Ayrshire team to work with key local organisations.

We launched a new £500k Green Fund to support our Economic Recovery and Renewal Approach's Local Green New Deal. It will support local businesses to make a green transition through business adaption or creation of green jobs that support renewable or circular economy investments.

We led the development of a major Kickstart programme. Approval has now been granted to fund over 450 jobs for our young people.

A two-year financial inclusion demonstrator project 'Better Off Hub' has begun. The project will see the creation of a Public Social Partnership with the third sector. The Better Off Hub will deliver vital financial advice services focused on the whole person to build capacity and reduce future demand on services.

Residents and Communities Enjoy Good Life-Long Health and Well-Being

We launched our Food Growing Strategy and action plan in order to provide food with dignity and increase food security for some of our most vulnerable residents.

We implemented the Young Person's Suicide Support Pathway as a preventative and early intervention approach to supporting vulnerable young people who have made a significant attempt to take their own life. Referrals can be from emergency departments, GPs Housing Services and family.

We have ensured our fleet of vehicles could support critical frontline services to protect vulnerable people. This extended to providing transport for dialysis and a shuttle bus service in Largs for those travelling to their vaccine appointments.

Residents and Communities are Safe

We very quickly created additional temporary furnished flats across North Ayrshire following the closure of Victoria House hostel. This ensured provision for our homeless residents, a particularly vulnerable client group, during a difficult period. Dispersed furnished flats greatly improve outcomes for people who find themselves homeless. Households reside within a community, helping to build their social networks and develop their independent living skills, so reducing the risk of repeat episodes of homelessness.

Our Safer North Ayrshire Strategy 2020-25 was approved by Cabinet. It builds on significant progress already made by the Safer North Ayrshire Partnership (SNAP) in keeping North Ayrshire safe. Over the past five years this has delivered:

- 20.6% reduction in all crimes and offences
- 6.5% reduction in violent crime
- 8% reduction in dwelling fire casualties
- 47.8% reduction in housebreaking
- 8.8% reduction in drug related crimes
- 16.5% reduction in dishonesty crimes
- 17.9% reduction in vandalism

Our Trading Standards and Environmental Health teams, in addition to ensuring the general safety of our residents and businesses as usual, have been providing both proactive and reactive Covid-19 advice, carrying out compliance visits and taking enforcement action where required. This equates to an average of approximately 240 interventions per month.

Areas of Focus

Over the next six months we will:

- Present findings from our review into Libraries, Community Halls and Lets to Council for approval.

- Continue to support food with dignity through our Food Growing Strategy and local pantry, larder and shop initiatives.

- Welcome our children and young people to their Additional Support Needs school at Lockhart Campus.

- Deliver 1,140 hours of Early Learning and Childcare for our residents from August.

- Prepare for the start of universal free school meals for primary four pupils commencing in August 2021 and plan for the roll out to further primary year groups by August 2022.

- Implement the Ayrshire Growth Deal £3million Community Wealth Building Fund.

- Deliver the new £500k Business Transition Fund for businesses impacted financially by Covid-19 restrictions that are unable to finance new ways of working or new processes.

- Work with KA Leisure, operators of our leisure facilities, on their Recovery and Renewal Plan following the impact of the pandemic.

- Implement the next phased of our Rapid Rehousing Transition Plan (RRTP).

- Implement our Safer North Ayrshire Strategy 2020-25.

Case Study: Community Food Provision

We are committed to tackling food inequality in North Ayrshire. Our Food Growing Strategy sets out how we can use our land and assets to support new community gardens, raised beds and allotments and includes a network of food cooperatives, community fridges and larders.

North Ayrshire Fairer Food seeks to give people more affordable access to food. We support dedicated community groups and projects in North Ayrshire running food-based initiatives such as: Whitlees Quaint Larder; Woodwynd's Wee Shoap; Cranberry's Community Larder, Kilwinning; and Ardrossan's Quaint Larder.

For a small membership fee, the larders enable residents to access food at reduced cost in a dignified environment. They are able to pick produce themselves in a supermarket-like environment.

The weekly membership fee is £3.50 and in return they can select a choice of groceries to the value of £15.

The pantries are not emergency food provision and do not require a referral. More will be available from April.

Case Study: Community Wealth Building

Our Community Wealth Building Strategy, the first in Scotland, sets out how we will work in partnership with local communities, businesses and wider regional anchor institutions, such as those with strong local roots and shared priorities, to tackle poverty and inequality. It will embed a new economic model focused on wellbeing and inclusion.

We launched our Community Wealth Building Strategy in May 2020. The online event attracted 276 live viewers and over 10,400 video views.

Key achievements so far include:

- Formation of an Expert Advisory Panel.
- We became first Scottish Council to become a member of the Wellbeing Economy Alliance.
- £3million Community Wealth Building Fund from the Ayrshire Growth Deal.
- 'Proud to Keep It Local' campaign launched to encourage communities to shop local and support local businesses.
- The Anchor Charter agreement was launched and signed by key institutions, including North Ayrshire Council, to embed community wealth building across North, South and East Ayrshire.

At A Glance: Inspiring Place

49 new homes created at Watt Court, Dalry – a **£7.66million project**

£250,000 Islands Recovery and Renewal pilot project approved

£15million secured from the Ayrshire Growth Deal to develop industrial space for local businesses

Two sustainable demonstrator homes completed to reduce carbon emissions

Taken ownership of **30-acre site in Ardrossan** as part of £150 regeneration programme

108,000 trees to be planted - aim of North Ayrshire's 2030 Woodland Tree Planting Strategy

437 council homes nearing completion (cumulative)

£1.372m secured for the Ardrossan Low Carbon Hub project from the European Regional Development Low Carbon Travel and Transport Challenge Fund

£251million Ayrshire Growth Deal ratified

What Has Been Achieved So Far

Well-Connected with Effective Infrastructure

The implementation and financial arrangements for the £251million Ayrshire Growth Deal were ratified by the Scottish Government.

We approved the delivery of a £250,000 Islands Recovery and Renewal pilot project. The pilot is central to recovery as Covid-19 highlighted the vulnerabilities of island economies - in particular, their dependency on ferry transportation and the tourism sector. Island Plans will be developed with communities for both Arran and Cumbrae.

We signed a formal agreement with Crown Estate Scotland in June which will increase opportunities for regeneration and investment. Focus will be given to projects that maximise wider value, deliver sustainable and inclusive economies, promote Community Wealth Building and maximise the impact of our Ayrshire Growth Deal investment alongside other major capital investment programmes.

We have developed a partnership with Sustrans Scotland to design and deliver the 'Ardrossan Connections' project over three years, with construction planned to commence in 2022/23. It will provide safe and attractive walking and wheeling routes between Ardrossan and the Three Towns, celebrate the heritage of Ardrossan and alleviate transport poverty through better access to active and sustainable travel.

Homes that Meet our Residents Needs

We commenced our multi-million-pound council housing development at Irvine harbourside which is complemented by the £14million plans to develop the Great Harbour at Irvine, through the Ayrshire Growth Deal. Once complete the 71-unit development will showcase the very best in modern, affordable and energy-efficient housing. They are due for completion in autumn 2022.

Construction began in September on new affordable housing in Kilwinning in addition to new generation council houses in Irvine, Largs, Millport and Arran.

We have received overwhelmingly positive feedback from residents involved in three Estate Based Regeneration Programme projects within the Garnock Valley. The projects will see the regeneration of 48 flatted properties, beginning in 2021-22. Cabinet approved projects in Laburnum Avenue, Beith, Newhouse Drive, Kilbirnie and an increase within the former Garnock Academy site which in total will provide 48 new homes.

Vibrant, Welcoming and Attractive Environment

We have taken ownership of the of the 30-acre site in Ardrossan where ambitious development proposals include the Education Campus, swimming pool, housing and commercial facilities. The development of the North Shore site is part of a wider £150m regeneration programme including Ardrossan Harbour, an extended marina, a marine sciences centre, coastal path and new connections which together have the potential to transform the town during the next five to ten years.

Capital Plan - Construction Progress

We have reviewed all projects across the capital plan to ensure the impact of Covid-19 delays has been fully assessed, allowing financial and operational plans to be adjusted accordingly. Major projects being progressed by both the Housing and General Services Capital projects teams have reached several milestones including:

- Residents have moved into new Council homes at both Watt Court in Dalry and Flatt Road in Largs.
- Tenders have been received for the replacement of Moorpark Primary School.
- We have contracted sustainability and information managers to assist with the development of the new Ardrossan Campus.
- The new-build Montgomery Park Primary School received part funding from the Scottish Government as part of phase two of the national Learning Estate Investment programme.

A Sustainable Environment

We launched our £8.8 million 'Local Green New Deal' to support our economic recovery from Covid-19. The deal includes a focus on building a better local economy, fairer and greener. We are creating a new £500,000 Green Jobs Fund as well as investing another £500,000 in a tree planting programme and exploring ways to create employment and training opportunities for local young people. In turn our investment will create income that we can invest in further local projects.

We launched North Ayrshire's 2030 Woodland, a Tree Planting Strategy, which aims to plant around 108,000 trees, covering over 40 hectares, to help us meet our net-zero ambition by 2030. Planting schemes will be designed to support employment and training for our residents, provide health and wellbeing benefits, improve biodiversity and provide natural flood risk management and better air quality.

In addition, in order to meet our net-zero ambitions, we have been given approval for a £6.768million solar PV farm installation at Nethermains former landfill site.

We secured £1.372m from the European Regional Development Fund (ERDF) Low Carbon Travel and Transport Challenge Fund towards the £1.96m Ardrossan Low Carbon Hub project. This will create a low carbon hub for Ardrossan across two locations: Harbour and North Shore. This includes: a coastal path at North Shore, active travel connection between town and harbour, electric vehicle and e-bike charging facilities and active travel infrastructure. The ERDF element of the project will be delivered by September 2022.

We are continuing our decarbonisation of our transport fleet with a further roll-out of 14 electric vehicles and 11 workplace charging points during 2021 to support the transition to electric and low emission vehicles.

Work on the Upper Garnock Valley Flood Protection Scheme is still on track to complete within timescale, despite the impact of the Covid-19 pandemic. Overall completion is planned for around April 2022.

Key Priority: **Inspiring Place**

Areas of Focus

Over the next six months we will:

♦ Work with communities in the development of two Island Plans for Arran and Cumbrae as part of the Islands Recovery and Renewal Pilot, including the publication of a Cumbrae socio-economic profile to inform the Cumbrae Island Plan.

♦ Progress major projects across the Housing and General Services Capital programmes.

♦ As part of the Ayrshire Growth Deal:
  o Progress plans to launch the Digital Process Manufacturing Centre (DPMC) as part of the programme of development at i3, Irvine.
  o Develop detailed plans for the first phases of development at Great Harbour.
  o Develop a strategic proposition for Hunterston Strategic Development Area.

♦ Complete our 2021/22 roads investment programme, with £1million additional capital funding allocated to help further improve network condition.

♦ Implement the Strategic Housing Investment Plan 2021-2026 (SHIP), contributing to our Council Plan priority to build 1,732 new homes by March 2024.

♦ Progress the Sheltered Housing Re-provisioning Programme, which includes the refurbishment of the remaining sheltered housing complexes across North Ayrshire.

♦ Complete our consultation on Ardrossan Harbour proposals as part of the Ayrshire Growth Deal.

♦ Progress the Ardrossan Low Carbon Hub and Ardrossan Connections projects in partnership with the Energy Savings Trust and Sustrans Scotland.

♦ Progress our Solar PV Farm project and investigate further opportunities such as Shewalton Solar PV Farm, i3 Innovation Park, Energy Masterplan and wind energy potential.

♦ Deliver the LUNAR 2 LED energy savings initiative on around 5000 of our lighting units throughout 2021/22 to reduce our carbon footprint and energy use on street lighting.

Case Study: Watt Court, Dalry

In April 2018 we embarked on a £7.66million project to build on the former Watt Court and Dalry Primary School site in Dalry. The project has seen the creation of 49 new units, comprising of:

- A sheltered housing complex (22 homes)
- Amenity bungalows (eight homes)
- Supported accommodation (15 homes plus one employee base)
- New local housing office for Dalry (three units)

The last 15 supported accommodation homes at the former Dalry Primary School site, now known as Bessie Dunlop Court, completed in December 2020. The heating for the sheltered housing complex and bungalows is provided by a sustainable biomass district heating system which also serves Dalry Primary School. This project aligns with the Green New Deal and Sustainability Strategy and contributes to our Strategic Housing Improvement Plan 2021-26 to build 1,900 new homes

Case Study: Local Green New Deal

In September we launched our 'Local Green New Deal' as part of our economic recovery from Covid-19 with an investment fund of £9.825million (as at 31st March 2021). The deal will be used to:

- Drive economic recovery through maximising renewable energy across our Council estate.
- Create a £500,000 Green Jobs Fund to transition North Ayrshire's workforce to a greener economy.
- Invest in commercial estate to improve sustainability.
- Further work to address vacant and derelict land.
- Support of community regeneration and ownership.
- Support a new North Ayrshire Regeneration Delivery Plan.
- A £500,000 tree planting programme to support carbon absorption.
- A £660,000 Community Wealth Building Business Fund to develop co-operatives, social ownership and social enterprises. Priority will be given to those most impacted by the pandemic.

At A Glance: **A Council for the Future**

£39.69million in grants distributed to local businesses and newly self employed

Best Value Assurance Report shows **continuous improvement culture**

Best Value Assurance Report
North Ayrshire Council
ACCOUNTS COMMISSION
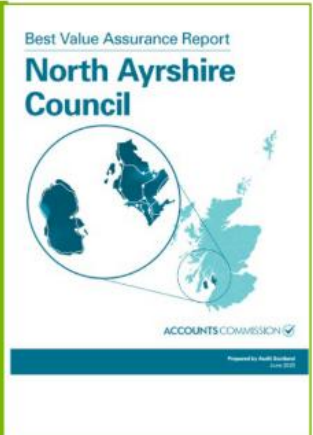
2020/21 Budget engagement held online and **viewed over 13,000 times**

Our Communications during the first year of the pandemic were viewed over 13.4 million times

COVID-19 Q&A on **f** LIVE

7PM, Wednesday 8 April

Tune in on the North Ayrshire Council Facebook page to ask our Chief Executive and Council Leader your questions about what we are doing during the COVID-19 pandemic and what it means for you.

Craig Hatton
Chief Executive

Joe Cullinane
Council Leader

Remote online access to our systems increased from 100 employees to **over 1,200 per day**

£1.7million improvement to our tenants' incomes through our Welfare Reform Advice Team (4% increase since 2019/20)

What Has Been Achieved So Far

An Accessible Council That Puts Residents and Communities at the Heart of What We Do

Our Equalities Mainstreaming and Outcomes Report 2019-20 showed: fairness and inclusion is embedded across our Council Plan and key strategies such as our Community Wealth Building Strategy; we introduced safe leave for employees experiencing domestic abuse; Mental Health First Aid training was made available to employees becoming "Wellbeing Warriors" to support their colleagues; and with partners, we have increased the number of "I Am Me" Keep safe Sites to 14.

An Efficient Council that Maximises Resources and Provides Value for Money

The Accounts Commission published their extremely positive findings from our Best Value Assurance Audit and we have progressed all four recommendations. (See Best Value Assurance Audit feature below.)

Despite the restrictions of lockdown, the Financial Services Team successfully completed the preparation of our annual accounts within statutory timescales and received a positive report from our external auditors.

A Valued Workforce That Delivers High Quality Services

We achieved all the baseline security controls recommended in the Scottish Government's Cyber Resilience Framework and are actively working towards implementing the target level recommendations.

Our Welfare Reform Advice Team helped improve tenants' incomes with overall financial gains of £1,701,647 during 2020/21. This is an increase of £57,636.44 (4%) from the same period last year.

We recruited 40 Modern Apprentices for areas such as youth work, early learning and childcare, professional cookery and business administration. The programme is aimed at 16 to 19 year-olds living in North Ayrshire and is designed to provide our young people with the opportunity to learn key skills through work and training to begin their career.

A Powerful and Respected Voice

Our final report on the Feasibility of Citizen's Basic Income Pilots in Scotland was submitted to the Scottish Government and shared with the UK Government in May/June 2020 and we provided evidence to the Scottish Parliament's Social Security Committee on the report in August 2020. Cabinet Secretary for Local Government and Communities described the report as a 'pioneering study'. The concept is based on offering every individual, regardless of existing welfare benefits or earned income, an unconditional, regular payment.

We actively contributed to a Carnegie UK Trust "Covid and Communities" UK-wide research project to capture learning and good practice from the response to the Covid-19 pandemic. The published report aims to identify new ways of working that can help shape future policy, projects and services to ensure community and societal wellbeing.

Our Cyber Incident Management Plan was a key success factor in responding effectively to a significant cyberattack and preventing data from being breached. This response received positive feedback from the Scottish Government and the National Cyber Security Centre (NCSC).

Areas of Focus

Over the next six months we will:

- Learn lessons from the challenges of Covid-19, promoting a system that utilises the strengths of North Ayrshire to the benefit of all North Ayrshire's residents and businesses.

- Deliver a Covid-safe Scottish Parliament Election on 6th May.

- Develop Our Future Working Environment project as part of our Renewal Programme.

- Continue to implement Scotland's first Community Wealth Building Strategy including developing business cases for specific income generation opportunities aligned to our Community Wealth Building pillar of maximising the use of our land and assets.

- Continue to implement Ayrshire Growth Deal projects to attract inward investment to North Ayrshire.

- Roll-out our roundabout advertising and floral bed sponsorship pilot projects, as part of our Community Wealth Building approach, to support local businesses with low cost options to promote their services as part of their recovery.

- Progress the implementation of our customer management system which will replace our local customer account with the national My Account and provide opportunities for further development to enhance the customer experience.

- Support our recovery and renewal through bids to the UK Government Levelling Up Fund to support key regeneration and cultural assets.

- Act as the lead authority to submit bids to the UK Government Community Renewal Fund on behalf of local partners.

Best Value Assurance Report

The Best Value Assurance Audit considers our Council's compliance with its statutory duty of Best Value as set out in the Local Government (Scotland) Act 2003. It is the core Council-wide audit by Audit Scotland on behalf of the Accounts Commission.

The Accounts Commission published their extremely positive findings of our Best Value Assurance Audit in June 2020. The audit took place prior to the pandemic and found overall, despite significant economic and demographic challenges, we are performing well, are sector leading for community empowerment and an early adopter for national pilots.

Our Best Value Assurance Audit found that we have a strong culture of continuous improvement. We have significantly improved and continued to make progress since the last Best Value report in 2011. Council priorities, plans, actions, and outcomes are clearly linked. Employees play an active role in identifying and driving improvement and we are delivering improvements for our communities.

There is a strong culture of collaborative working. Elected Members and officers work well together, and we work effectively with a wide range of partners including the Community Planning Partnership (CPP), the Integrated Joint Board (IJB) and private business. There is joint ownership of, and commitment to, delivering agreed strategic priorities. Our Council Plan, the Local Outcomes Improvement Plan and Locality Plans are all clearly aligned and focussed on addressing North Ayrshire's key challenges.

Our financial planning and management arrangements are good overall and we have significantly improved our asset management and procurement arrangements since the last Best Value Report in 2011. While we have made clear progress with our transformation agenda, including setting aside money to fund projects, our savings plans fall short of the estimated funding gap.

We are committed to community empowerment and recognised by the Scottish Government and Convention of Scottish Local Authorities (CoSLA) as a sector leader. Our approach is focused on embedding community empowerment in every-day business. We work well with a wide number of communities and groups including our young people and tenants.

"The core of this progress has been a good sense of self-awareness: The Council has been clear on how and where it can improve, has a well-defined strategy, and shares with its partners a strong vision for North Ayrshire. This strategic direction is reinforced by a record of collaboration: between Elected Members and officers; in engaging with staff in improvement; and in the empowering approach taken by the Council in its relationship with its communities."

(The Accounts Commission — North Ayrshire Best Value Assurance Report 2020)

Since the report was published in June 2020, we have progressed all four recommendations:

Transformation plans and benefits realisation tracker – The Transformation and Renewal Programme continues to be progressed and a broad outline of the programme was included in the Budget report to Council on 4th March 2021. The monitoring framework to track progress has been developed.

Evolution of workforce planning – Our workforce planning approach was paused to enable us to focus on the response to the pandemic. We utilise a variety of tools and techniques to ensure our workforce requirements such as future skill needs and capabilities are met. This includes: exploring opportunities for succession planning and career development; modern and graduate apprentice recruitment; identifying skills gaps; technical and professional development; coaching; and recruiting new employees. Workforce planning is due to recommence from April 2021 with plans in place for each service by the end of July 2021.

Work with Locality Partnerships to **clarify the intended impact of Locality Plans** – We began a public consultation on locality priorities using our online tool "Shaping North Ayrshire". This was extended due to the second wave of the pandemic and a new and more direct approach was developed which included working with schools. The results of the public consultation and the intended impacts will be considered by Locality Partnerships in June 2021 and is due to be complete by the end of 2021.

Review of our online Performance Portal – A replacement Performance Dashboard was developed inhouse using Power BI and launched on 28th February.

Our Community Planning Partnership

Our Community Planning Partnership (CPP) consists of public, private and voluntary organisations and groups working together with communities through our six Locality Partnerships to make North Ayrshire a better place to live. There are 32 CPPs across Scotland, one for each council area.

Our CPP Board is chaired by the Leader of North Ayrshire Council and administered by the Council.

Our CPP partner organisations include:

North Ayrshire Community Planning Partnership

KA | leisure

Ayrshire College

NHS Ayrshire & Arran

SCOTTISH DEVELOPMENT INTERNATIONAL

Skills Development Scotland

TSI North Ayrshire

SCOTTISH FIRE AND RESCUE SERVICE
Working together for a safer Scotland

The Scottish Government

Scottish Enterprise

SPT

Our Fair For All Strategy and Local Outcomes Improvement Plan (LOIP) form the focus of the work of our CPP. As a result, our Council Plan and our cross-partner strategies directly align to them.

The following data gives an indication of our partnership's performance during 2020/21.

We are aware our impact on communities cannot be demonstrated through figures alone, therefore the full CPP Annual Report will be made available on the North Ayrshire Community Planning Partnership website.

Our Community Planning Partnership

Our Fair For All Strategy has five pledges

Economic Growth

To be the most improved local economy in Scotland, with all sections of our communities benefitting from this growth.

Performance Status
- **1 Red**
- **1 Amber**
- **4 Data Only**

Children

We will support, nurture and encourage all our children to reach their full potential.

Performance Status
- **2 Red**
- **1 Amber**
- **5 Data Only**

Food

To enhance the well-being of individuals and communities through access to good food.

Performance Status
- **5 Green**

Health (Physical and Mental Health and Wellbeing in Children, Young People and Adults)

North Ayrshire residents will have improved health outcomes across their life course.

Performance Status
- **2 Red**
- **2 Data Only**

Environment

All North Ayrshire residents have access to and enjoy a safe, quality environment, and are given the opportunity to be included in the key decisions made about their community.

Performance Status
- **2 Red**
- **3 Green**
- **2 Data Only**

Our CPP's Local Outcomes Improvement Plan 2017-2022 (LOIP) has four key priorities:

A Healthier North Ayrshire	A Safer North Ayrshire	A Working North Ayrshire	A Thriving North Ayrshire (Children and Young People)
Performance Status	Performance Status	Performance Status	Performance Status
5 Green	1 Green	1 Amber	1 Amber
1 Data Only	9 Data Only	2 Green	1 Green
		4 Data Only	1 Data Only

Key

Data Only:
No target set

Green:
On Target

Amber:
Slightly Adrift of Target

Red:
Significantly Adrift of Target

For further information please contact:

The Corporate Policy, Performance and Elections Team

Tel: 01294 324648   Email: NorthAyrshirePerforms@north-ayrshire.gov.uk
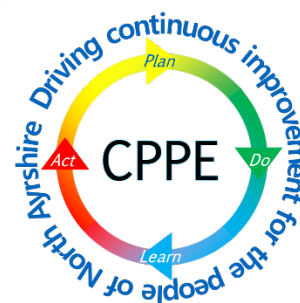
Appendix 2 – Council Plan Performance Indicators

(Data available as at 1st November 2021)

PI Status	
🛑	Significantly Adrift of Target
⚠️	Slightly Adrift of Target
✅	On Target
📈	Data Only
❓	Data Not Available

Priority - Aspiring Communities

Code & Short Name	2017/18			2018/19			2019/20			2020/21			2023/24
	Value	Target	Status	Value	Target	Status	Value	Target	Status	Value	Target	Status	Target
CP_01 Percentage of population who are involved in local decision making (see description)	New measure and baseline established for 2018-19			51%		📈	45.53%	60%	🛑	6.67%		📈	60%
CP_02 Percentage of Council budget directed via participatory methods	New measure and baseline established for 2018-19			0.62%		📈	1.11%	0.89%	✅	1.13%	1.2%	🛑	1.5%
CP_03 Percentage of residents who agree they have access to opportunities to participate in their local community	New measure and baseline established for 2018-19			47%		📈	47%	47%	✅	47%	47%	✅	50%
CP_04 Percentage of children achieving their developmental milestones at the time the child starts primary school	77.2%		📈	78%		📈	Data was not collected for 201920 academic year due to Covid-19.	79%	❓	Data not currently available	80%	❓	85%
CP_05 Average total tariff score of pupils living in SIMD 30% most deprived areas	709.8	728	⚠️	638.1	715	🛑	685.8	718	⚠️	Data not currently available	724	❓	745
CP_06 Average tariff score: All Leavers	880.2	880	✅	780.7	885	🛑	857.4	895	⚠️	Data not currently available	900	❓	890

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Code & Short Name	2017/18			2018/19			2019/20			2020/21			2023/24
	Value	Target	Status	Value	Target	Status	Value	Target	Status	Value	Target	Status	Target
CP_07 Percentage of school leavers entering positive destinations	95.6%	95.4%	✅	94%	95.7%	⚠️	92.5%	96%	⚠️	Data not currently available	96.2%	❓	97%
CP_08 Percentage Children living in Poverty (after housing costs)	27.4%	-	❓	27.1%	-	❓	27.9%	26.5%	🛑	Data not currently available	26.5%	❓	25%
CP_09 Percentage of working age population in employment	68.2%	64.7%	✅	69.7%	64.7%	✅	70.2%	70%	✅	69%	64.7%	✅	73%
CP_10a Percentage of procurement spent on local enterprises	23.04%	📈		20.31%	📈		19.98%	23%	🛑	21.39%	23.5%	🛑	26%
CP_11 Percentage of people earning less than the living wage	24.3%	📈		24.3%	📈		16%	24%	✅	Data not currently available	23%	❓	20%
CP_12 Percentage of learning disability service users accessing employment support activities	24.25%	30%	🛑	23.88%	30%	🛑	23.84%	30%	🛑	0%	25%	🛑	30%
CP_13 Percentage of children with BMI centile >91 at 27 month review	12.65%	10.5%	🛑	9.98%	10.5%	✅	13.19%	10.5%	🛑	11.59%	10.5%	🛑	9%
CP_14 Percentage of households in fuel poverty	30%	📈		26%	26%	✅	28%	25.5%	🛑	28%	28%	✅	27%
CP_15 Number of attendances at indoor sports & leisure facilities (excluding pools)	1,848,777	📈		1,886,930	📈		1,859,843	1,964,100	🛑	71,913	736,915	🛑	1,950,000
CP_16 Percentage of people aged 65 and over with long-term care needs who receiving personal care at home	65.8%	📈		66.68%	65.6%	✅	69.42%	66%	✅	Data not currently available	66%	❓	65%
CP_17 Emergency Admissions (Number)	20,724	20,639	✅	20,933	20,257	⚠️	19,150	20,257	✅	18,837	20,257	✅	20,000

Code & Short Name	2017/18			2018/19			2019/20			2020/21			2023/24
	Value	Target	Status	Value	Target	Status	Value	Target	Status	Value	Target	Status	Target
CP_18 Percentage of new tenancies to applicants who were assessed as homeless sustained for more than a year	78.28%	81%	⚠️	81.48%	82%	✅	84.07%	82%	✅	92.48%	85%	✅	82%

Priority - Inspiring Place

Code & Short Name	2017/18			2018/19			2019/20			2020/21			2023/24
	Value	Target	Status	Value	Target	Status	Value	Target	Status	Value	Target	Status	Target
CP_19 Proportion of operational buildings that are suitable for their current use	89.91%	91%	✅	91.01%	92%	⚠️	90.89%	93%	⚠️	Data not currently available	93%	❓	93%
CP_20 Overall percentage of road network that should be considered for maintenance treatment	39.1%	39.1%	✅	38.1%	39.3%	✅	37.3%	38.1%	✅	37.1%	38.1%	✅	38.1%
CP_21 Proportion of properties receiving superfast broadband	92.35%		📈	93.7%		📈	94.1%	97%	⚠️	Data not currently available	97%	❓	100%
CP_22 Number of electric vehicle charging points publicly available	25		📈	25	25	✅	36	30	✅	45	42	✅	60
CP_23 Number of new build Council housing units reaching completion (cumulative)	232	232	✅	296	296	✅	381	351	✅	437	755	🛑	1,375
CP_24 Number of empty homes brought back into use (cumulative)	57	43	✅	295	60	✅	594	500	✅	594	600	⚠️	600
CP_25 Percentage of Council dwellings that meet the Scottish Housing Quality Standard	99.14%	98.2%	✅	99.19%	99.4%	✅	99.36%	99.4%	✅	98.83%	99.5%	✅	99.6%
CP_26 Tourism Visitor Numbers	1,506,210		📈	1,519,260		📈	1,599,400	1,534,968	✅	Data not currently available	1,563,726	❓	1,650,000
CP_27 Street Cleanliness Index - Percentage Clean	92.2%	94%	⚠️	94.5%	94%	✅	94.6%	94%	✅	Data not currently available*	94%	❓	94%
CP_28 Hectares of vacant & derelict land in North Ayrshire	1,294	-	❓	1,279	1,269	✅	1,180	1,244	✅	1,204	1,194	✅	1,094
CP_29 Overall carbon emissions (tonnes)	43,756	50,198	✅	40,666	45,137	✅	37,508	39,320	✅	22,846	35,127	✅	35,000

Code & Short Name	2017/18			2018/19			2019/20			2020/21			2023/24
	Value	Target	Status	Value	Target	Status	Value	Target	Status	Value	Target	Status	Target
CP_30 Total installed capacity of low carbon heat and electricity generation across the Council's estate	9,029	9,000	✅	9,682	9,600	✅	9,700	9,700	✅	10,720	9,800	✅	12,000
CP_31 Percentage of total household waste that is recycled (calendar year as per SEPA)	55.8%	54.5%	✅	54.6%	54.5%	✅	56.3%	59%	⚠️	52.1%	52.1%	✅	62%

CP_27 Street Cleanliness Index - Percentage Clean – 2019/20 figure had been incorrectly entered against 2020/21 reporting so has been removed.

Priority - A Council for the Future

Code & Short Name	2017/18			2018/19			2019/20			2020/21			2023/24
	Value	Target	Status	Value	Target	Status	Value	Target	Status	Value	Target	Status	Target
CP_32 Percentage of Customers delighted with the overall Customer Service	84%	77%	✅	81%	77%	✅	81%	77%	✅	Not measured due to pandemic.	77%	❓	85%
CP_33 Percentage of Self Service Transactions	36.7%	30%	✅	40.09%	35%	✅	41.26%	40%	✅	58%	45%	✅	50%
CP_34 Employee Engagement Level - Council Wide	71.2%	70%	✅	No survey planned.	70%	❓	70.67%	70%	✅	No survey planned.	70%	❓	72%

Appendix 3 - Council Plan Actions

Due to the pandemic, no sub actions were set within a 2020-21 delivery plan. The following statuses of the Council Plan 2019-24 actions are based on information available to the Corporate Policy, Performance and Elections team. A Council Plan Delivery Plan for 2021-22 has been created.

Key:

🔴	Significantly Adrift of Target
🔺	Slightly Adrift of Target
✅	On Target
❓	Unknown

Priority: Aspiring Communities			
Ref:	2019-24 Action	Year End 2020/21 Status	Comments
Local Outcome: North Ayrshire will have active and strong communities			
CP_01	We will build stronger relationships between the council, communities and partners.	✅	
CP_02	We will co-produce a local charter with our communities which sets out the things we jointly commit to do for each other, to help each other create a better North Ayrshire.	✅	
CP_03	We will extend our participatory approach, offering communities more opportunities to lead in local decision-making.	✅	
CP_04	We will support communities to achieve what's important to them through strong local networks.	✅	
Local Outcome: North Ayrshire children and young people experience the best start in life			
CP_05	We will expand our early learning and childcare provision to make sure all eligible children are able to access 1140 hours of free care each year.	✅	
CP_06	We will support our children and young people to become successful learners, confident individuals, effective contributors and responsible citizens.	✅	
CP_07	We will offer opportunities to our young people and their families to play a more active role in school life and encourage more participation in learning opportunities.	✅	
CP_08	We will work with all young people to build their resilience, supporting their mental health and physical well-being.	✅	
Local Outcome: North Ayrshire is an inclusive, growing and enterprising local economy			
CP_09	We will work with schools, colleges, universities, businesses and partners to deliver education, skills and training, helping people into work and sustaining employment.	🔺	Access to services has been impacted by Covid-19, however we have managed to find employment for 285 residents during the year.
CP_10	We will make sure that everyone has the ability and knowledge to participate in the digital world.	✅	
CP_11	We will support our local businesses to become more innovative and competitive.	✅	

CP_12	We will promote fair employment practices.	✅	
CP_13	We will develop and implement a Community Wealth Building (CWB) strategy.	✅	
Local Outcome: North Ayrshire residents and communities enjoy good life-long health and wellbeing			
CP_14	We will continue our work with partners, including the Scottish Government, to explore the feasibility of a Scottish Basic Income Pilot.	✅	Complete as at June 2020.
CP_15	We will let people decide how best to manage their own care needs and support people to live in their own homes for as long as possible	✅	
CP_16	We will work with individuals and communities to support positive lifestyle choices which improve health and wellbeing.	✅	Despite a historical amber sub-action from 2019-20, the wider response to the pandemic outweighs this. An amber status for this action would not have been an accurate reflection of performance.
Local Outcome: North Ayrshire residents and communities are safe			
CP_17	We will work with partners to support our vulnerable residents and communities.	✅	Despite a historical amber sub-action from 2019-20, the wider response to the pandemic outweighs this. An amber status for this action would not have been an accurate reflection of performance.
CP_18	We will extend the 'Housing First' pilot to address homelessness.	⚠️	Housing First is being implemented, however a Youth Tenancy Sustainment Pilot is on hold due to Covid-19.

Priority: Inspiring Place			
Ref:	**2019-24 Action**	**Year End 2020/21 Status**	**Comments**
Local Outcome: North Ayrshire is well-connected with effective infrastructure			
CP_19	We will provide well-maintained, integrated travel and transport networks, supporting alternative and sustainable transport.	✅	
CP_20	We will work with partners to make sure there is sustained investment in our roads, ports and harbour infrastructure to ensure that travel is resilient and reliable.	✅	
CP_21	We will work with partners to extend public wi-fi and improve our digital connectivity.	🛑	Our public buildings have been closed for much for the year due to Covid-19.
CP_22	We will provide an appropriately sized, fit for purpose, energy-efficient and digital- enabled property portfolio, including our schools.	✅	

CP_23	We will attract investment, through the Ayrshire Growth Deal and other means, to support regeneration and job creation at our key development sites of i3 Irvine, Hunterston, Lochshore, Ardrossan Marine Quarter, and the Irvine Great Harbour.	✅	
CP_24	We will support our communities to maximise the use of community assets (such as schools) and encourage Community Asset Transfers.	✅	

Local Outcome: North Ayrshire residents have homes and houses that meet their needs

CP_25	With our social landlord partners, we will build new, modern, energy-efficient lifelong homes for life, tailored to the needs of tenants.	✅	
CP_26	We will actively promote a mix of homes by facilitating private housing development.	⚠️	The HOME project has experienced delays due to a review of the financial model and delays in submitting for planning permission.
CP_27	We will work with property owners and landlords to make sure our private housing is suitable for the needs of our residents.	⚠️	The Private Sector Team continued to work on below tolerable standard issues, however due to the Covid-19 pandemic empty homes work has not been carried out and will commence once lockdown is lifted.
CP_28	We will form a partnership with other Councils to introduce a low-cost energy offer.	Off Programme	Following a decision by Nottingham City Council to sell their not-for-profit energy company following an audit identifying significant financial losses, this action is being reviewed and may not be taken forward. However, we continue to focus on providing low cost green energy for our council estate. This is detailed in the Council Plan Delivery Plan Cabinet Report, 31st August 2021.

Local Outcome: North Ayrshire is a vibrant, welcoming and attractive environment

CP_29	We will provide well-kept public places and town centres which will benefit our residents, visitors and businesses.	✅	
CP_30	We will, where possible, bring empty properties back into use.	✅	
CP_31	We will work with communities to improve the quality of the local environment through a participatory approach.	✅	

CP_32	We will develop North Ayrshire as a coastal and island destination, attracting tourism investment and visitors.	⚠️	Lockdown prevented the Making Waves event in summer 2020, however plans have continued around the Ayrshire Growth Deal 'Marine Tourism' and 'Developing the Visitor Economy' projects in the meantime.
Local Outcome: North Ayrshire is a sustainable environment			
CP_33	We will support a circular economy by re-using, recycling and generating energy from the waste we manage.	✅	
CP_34	We will develop additional low carbon renewable energy schemes and networks.	✅	
CP_35	We will protect our communities by delivering the Local Flood Risk Management Plan, the Shoreline Management Plan and the Millport and Upper Garnock Valley Flood Protection Schemes.	✅	

Priority: A Council for the Future			
Ref:	**2019-24 Action**	**Year End 2020/21 Status**	**Comments**
Local Outcome: North Ayrshire puts residents and communities at the heart of what we do			
CP_36	We will work with communities and key stakeholders to radically review what we do and how we do it, to deliver cost effective services.	✅	
CP_37	We will provide joined up services across the Council and with partner agencies and communities.	✅	
CP_38	We will use technology to improve access to and delivery of our services.	✅	
Local Outcome: A powerful and respected voice			
CP_39	We will make our case nationally, regionally and locally levels to secure investment to support delivery of our priorities.	✅	
Local Outcome: North Ayrshire maximises resources and provides value for money			
CP_40	We will review what we do and how we do it to ensure we deliver the best possible services	✅	
Local Outcome: North Ayrshire has a valued workforce that delivers high quality services			
CP_41	We will empower and invest in our workforce to develop new and innovative ways of working.	✅	

NORTH AYRSHIRE COUNCIL

30 November 2021

Cabinet

Title:	**Revenue Budget 2021/22 : Financial Performance to 30 September 2021**
Purpose:	To advise Cabinet of the financial performance for the Council at 30 September 2021.
Recommendation:	That Cabinet agrees to: (a) note the information and financial projections outlined in the report; (b) note the current financial projection for the Health and Social Care Partnership at 2.6; (c) note the current projected deficit position of KA Leisure; (d) note that the balance of renewal investment funds have been released; and (e) approve the virements detailed in Appendix 7.

1. Executive Summary

1.1 The General Services Revenue Estimates for 2021/22 were approved by Council on 4 March 2021. The Housing Revenue Account (HRA) Revenue Budget for 2021/22 was approved by Council on 16 December 2020.

1.2 As part of the monitoring procedures to keep the Cabinet informed of the financial performance of the Council, financial performance reports are presented on a regular basis. This is the second report for 2021/22 and covers the period to the end of September 2021 (Period 6). Projections have been made to the year-end.

1.3 At Period 6 the General Fund is forecasting a net underspend of (£0.314m), 0.1%, for the year after transferring resources to other funds, a movement of (£0.367m) from the previously reported overspend. The majority of approved savings are on track for delivery by 31 March 2022.

1.4 The Housing Revenue Account is forecasting a net in-year underspend of (£3.125m), (6.0%), a movement of (£2.278m) from that reported at Period 4.

1.5 The Health and Social Care Partnership is projecting a year-end underspend of (£0.258m), 0.1%, for 2021/22, an improvement of (£1.111m) from the previously reported overspend. The Council services element is reporting a projected overspend is £0.514m, an improvement of (£0.809m) over the same period. This has been partly offset by a projected underspend on the Health services element of (£0.772m), which represents an improvement of (£0.302m).

1.6 KA Leisure has indicated a projected trading deficit of £1.016m for 2021/22, an improvement of (£0.055m). Any additional financial support to KA Leisure will be drawn from previously approved earmarked funds.

1.7 A risk to the forecast position continues to be presented by the uncertainty around the progress of, and recovery from, the Covid-19 pandemic. The position presented includes the projected impact of Council resources and Scottish Government funding which has been allocated to support recovery and renewal activity across the Council.

1.8 On 15 June 2021 Cabinet approved renewal investment of up to £14.744m across a range of renewal themes. An initial £10.000m of this funding was been released to allow Services to progress their investment activity with the balance of funding, £4.744m, to be released subject to a projected balanced outturn position for 2021/22. Following the confirmation of the projected outturn position noted in this report, it has been confirmed that the full £4.744m will be released to support the approved range of investments detailed in Appendix 9.

2. Background

General Fund

2.1 The Council set a breakeven budget for 2021/22. In addition to the budget approved on 4 March 2021, earmarked funds of £28.135m were carried forward from 2020/21 for service expenditure in 2021/22 and are reflected in the figures within the 2021/22 financial performance reports as they are drawn down.

2.2 Current financial projections indicate that a net underspend of (£0.314m), net of transfers to reserves, is anticipated for the year to 31 March 2022.

2.3 Details of the current financial projections are summarised in the following table:

Service Expenditure	Appendix No	Annual Budget £000's	Projection to 31 March 2022 £000's	Projected Variance for year (Fav)/Adv £000's	Projected Variance @ Period 4 (Fav)/Adv £000's	Movement £000's	Note
Chief Executives	1	23,272	22,886	(386)	(67)	(319)	(i)
Communities	2	150,268	148,868	(1,400)	(1,470)	70	(ii)
Place	3	67,702	68,144	442	1,193	(751)	(iii)
Other Corporate Services	4	30,231	29,861	(370)	(1,073)	703	(iv)
Sub Total		271,473	269,759	(1,714)	(1,417)	(297)	
Health and Social Care Partnership	7	100,736	100,736	-	-	-	2.6
Balance for Services		372,209	370,495	(1,714)	(1,417)	(297)	
Financing Charges	5	11,795	11,795	-	-	-	
Contribution to Loans Fund Reserve	5	2,898	2,898	-	-	-	
Total Planned Expenditure		386,902	385,188	(1,714)	(1,417)	(297)	
Planned Income							
Aggregate External Finance	5	(324,145)	(324,145)	-	-	-	
Council Tax	5	(59,766)	(59,766)	-	-	-	(v)
Use of Earmarked Funds	5	(2,991)	(2,991)	-	-	-	
Total Planned Income		(386,902)	(386,902)	-	-	-	
Net Expenditure/ (Income)		-	(1,714)	(1,714)	(1,417)	(297)	
Carried Forward Funds		-	1,400	1,400	1,470	(70)	
Revised Net Expenditure/(Income)		-	(314)	(314)	53	(367)	

2.4 The reported Planned Income includes a number of adjustments to Scottish Government funding from that reported at Period 4, as detailed in the following table:

Planned Income	Revenue Support Grant £000's	Non Domestic Rates £000's	Specific Grants £000's	TOTAL AEF £000's
Revised Budget 31 July 2021	**(270,099)**	**(28,350)**	**(21,919)**	**(320,368)**
Movements:				
Education Additional Staffing	(1,292)			**(1,292)**
Discretionary Housing Payments	(912)			**(912)**
Business Grant Administration	(56)			**(56)**
Scottish Child Payment - Bridging	(855)			**(855)**
Scottish Child Payment Administration	(13)			**(13)**
Early Learning and Childcare Adjustment			66	**66**
Pupil Equity Fund Brought Forward			(715)	**(715)**
				-
Revised Planned Income	**(273,227)**	**(28,350)**	**(22,568)**	**(324,145)**

2.5 **Commentary on Significant Movements from the Revised Budget**

The Council's overall financial forecast against the revised budget is a net underspend of (£0.314m), 0.1%. This is a movement of (£0.367m), from the previously reported position. A brief explanation of the significant movements from the previous forecasts are outlined as follows:

(i) **Chief Executives – underspend of (£0.386m), an increase of (£0.319m) from the previously reported underspend**
The movement is primarily related to vacancy management across services, (£0.234m), and reduced software licences expenditure, (£0.070m).

(ii) **Communities – underspend of (£1.400m), a reduction of £0.070m from the previously reported underspend**
The movement is primarily related to increased expenditure on external day and residential placements, £0.110m, partly offset by vacancy management savings across the service, (£0.032m).

It is requested that the £1.470m which was previously earmarked for use in future years in relation to the implementation of the ELC expansion to 1140 hours is reduced to £1.400m to reflect the current reported underspend.

In addition, the latest financial forecast from KA Leisure indicates a projected trading deficit of £1.016m in 2021/22, an improvement of (£0.055m) from Period 4. Additional financial support to KA Leisure will be drawn from existing earmarked funds and the financial position and progress against the recovery and renewal plan will continue to be monitored throughout 2021/22.

(iii) **Place – overspend of £0.442m, a reduction of (£0.751m) from the previously reported overspend**
The movement since Period 4 is primarily related to :
- Lower than anticipated Non Domestic Rates costs resulting from additional reliefs and a reduction in the poundage rate, (£0.448m);
- Improved income recovery, including commercial catering income, temporary accommodation income and commercial waste income, (£0.213m); and
- Additional external funding within Employability and Skills, (£0.100m).

These have been partly offset by additional employee costs within Streetscene related to ongoing Covid measures and increased domestic tourism, £0.084m.

(iv) **Other Corporate Items – underspend of (£0.370m), a reduction of £0.703m from the previously reported underspend**
The movement is primarily related to the planned drawdown of (£0.700m) from earmarked reserves to offset the ongoing impact of the Covid pandemic on income recovery levels across services, which is now no longer required.

(v) **Council Tax**
Council Tax recovery rates have continued to improve since Period 4 with a (£0.215m) reduction in the projected under-recovery. The revised projected under recovery of £0.225m has been offset by the utilisation of earmarked reserves brought forward from 2020/21. The service continues to support North Ayrshire residents through flexible payment arrangements and enhanced joint referral processes with local debt advice partner agencies.

Health and Social Care Partnership

2.6 A copy of the HSCP financial performance report as at the end of September 2021 is attached at Appendix 8. The report highlights the key challenges and variances for the Partnership.

The key points for Cabinet to note are summarised below:

- The projected outturn is a year-end underspend of (£0.258m) for 2021/22 and assumes that all Covid-19 related costs, including unachieved savings, are fully funded. This is a movement of (£1.111m) from the previous reporting period.

- The projected overspend on the Council Services element is £0.514m, an improvement of £0.809m over the same period. This is partly offset by a projected underspend on the Health Services element of (£0.772m), a movement of (£0.302m);

- The main areas of pressure are reported as learning disability care packages, residential placements for children and unplanned activity placements within the lead partnership for mental health.

- The latest position in terms of the mobilisation plan for Covid-19 projects a financial impact for 2021/22 of £8.367m, including additional costs of £7.749, loss of income of £0.480m and anticipated savings delays of £0.138m. It is anticipated that these costs will be fully met from Scottish Government funding;

- Risks remain in relation to the projected year end position. However, this is being closely monitored;

The revised position highlights the progress towards financial balance essential to minimise further financial risk to the Council within the context of the current debt of £3.807m.

Savings Update

2.7 The 2021/22 General Services Revenue Estimates included targets for savings of £2.842m across all services. At 30 September 2021 the majority of savings are on target for delivery by 31 March 2022. A number of savings have been identified as not being fully achieved during 2021/22, including:

- Reduction in external residential placements for children. The planned reduction has been impacted by the pandemic. Work is ongoing between Communities and the HSCP to address the current position; and

- Other minor shortfalls in the delivery of planned savings resulting from the impact of the Covid-19 pandemic.

The delayed savings have been offset by other underspends across the services.

Housing Revenue Account

2.8 The Housing Revenue Account budgeted for a breakeven position in 2021/22 and an in-year underspend of (£3.125m), (6.0%), is currently anticipated for the year to 31 March 2022, a movement of (£2.278m) from that previously reported. This is summarised in the following table with further details provided in Appendix 6.

	Annual Budget £000's	Projection to 31 March 2022 £000's	Projected Variance for year (Fav)/Adv £000's	Previous Variance @ Period 4 (Fav)/Adv £000's	Movement £000's	Note
Employee Costs	5,187	5,187	-	-	-	
Property Costs	20,900	18,721	(2,179)	(169)	(2,010)	(i)
Supplies and Services	305	341	36	15	21	
Transport and Plant Costs	40	40	-	6	(6)	
Administration Costs	2,052	2,055	3	-	3	
Third Party Payments	2,485	2,447	(38)	(39)	1	
Transfer Payments	309	209	(100)	-	(100)	(ii)
Other Expenditure	378	423	45	45	-	
Capital Financing	20,778	20,101	(677)	(509)	(168)	(iii)
Gross Expenditure	52,434	49,524	(2,910)	(651)	(2,259)	
Income	(52,434)	(52,649)	(215)	(196)	(19)	
Net Expenditure	-	(3,125)	(3,125)	(847)	(2,278)	

2.9 **Commentary Significant Movements from the Revised Budget**

A brief explanation of the significant movements from the previous forecasts is outlined as follows:

(i) **Property Costs – underspend of (£2.179m), an increase of (£2.010m) from the previously reported underspend**
The movement is primarily related to reprofiled expenditure on Sustainability capital works, (£2.500m), partly offset by increased expenditure on Responsive Repairs, £0.508m.

(ii) **Transfer Payments – underspend of (£0.100m), an increase of (£0.100m) from the previous breakeven position**
The underspend reflects reduced levels of disturbance payments as a result of the reduction in planned maintenance works.

(iii) **Capital Financing Costs – underspend of (£0.677m), an increase of (£0.168m) from the previously reported underspend**
The underspend reflects lower levels of borrowing and ongoing lower interest payments in support of the HRA capital programme.

3. Proposals

3.1 It is proposed that Cabinet agrees to:

(a) note the information and financial projections outlined in the report;
(b) note the current financial projection for the Health and Social Care Partnership at 2.6;
(c) note the current projected deficit position of KA Leisure;
(d) note that the balance of renewal investment funds have been released; and
(e) approve the virements detailed in Appendix 7.

4. Implications/Socio-economic Duty

Financial

4.1 **General Services**
The net projection for the year as at 30 September 2021 is a net underspend of (£0.314m) for the year.

Housing Revenue Account
The net projection for the year as at 30 September 2021 is a net underspend of (£3.125m) for the year.

Human Resources

4.2 None.

Legal

4.3   None.

Equality/Socio-economic

4.4   None.

Environmental and Sustainability

4.5   None.

Key Priorities

4.6   This report directly supports the Council Plan 2019 to 2024 by maximising resources and providing value for money to support financially sustainable delivery models.

Community Wealth Building

4.7   None.

5.   Consultation

5.1   Executive Directors have been consulted as part of the review of financial performance and have approved the projected variances contained in this report.

Mark Boyd
Head of Service (Finance)

For further information please contact **David Forbes, Senior Manager (Strategic Business Partner),** on **01294 324551**.

Background Papers
Revenue Budget 2021/22 : Financial Performance to 31 July 2021 - Cabinet 28 September 2021

CHIEF EXECUTIVES
BUDGETARY CONTROL 2021/22

REPORT FOR THE 6 MONTHS TO 30 SEPTEMBER 2021

Objective Summary	Annual Budget	Projected Outturn	Annual Variance Adverse or (Favourable)	% Variance	Note No
	£000	£000	£000		
Chief Executive					
Chief Executive	270	277	7	3%	
Total for Chief Executive	270	277	7	3%	
Financial Services					
Change Programme	43	43	-	0%	
Audit, Fraud, Safety & Insurance	537	534	(3)	(1%)	
Corporate Procurement	950	794	(156)	(16%)	1
Financial Services	1,276	1,256	(20)	(2%)	
Revenues	1,768	1,758	(10)	(1%)	
Total for Financial & Customer Services	4,574	4,385	(189)	(4%)	
People & ICT					
Employee Services	1,064	1,080	16	2%	
HR & Organisational Development	810	810	-	0%	
ICT	5,206	5,025	(181)	(3%)	2
Business Support	1,134	1,080	(54)	(5%)	3
Customer Services	5,536	5,561	25	0%	
Total for People & ICT	13,750	13,556	(194)	(1%)	
Recovery & Renewal					
Transformation	753	753	-	0%	
Total for Recovery & Renewal	753	753	-	-	
Democratic Services					
Legal & Licensing	485	491	6	1%	
Policy, Performance & Elections	669	676	7	1%	
Communications	460	460	-	0%	
Civil Contingencies	61	61	-	0%	
Committee Services	362	364	2	1%	
Member Services	1,285	1,303	18	1%	
Information Governance	403	360	(43)	(11%)	
Total for Democratic Services	3,725	3,715	(10)	(0%)	
Growth & Investment					
Tourism	200	200	-	0%	
Total for Growth & Investment	200	200	-	-	
Totals	**23,272**	**22,886**	**(386)**	**(2%)**	

Subjective Summary	Annual Budget	Projected Outturn	Annual Variance Adverse or (Favourable)	% Variance
	£000	£000	£000	
Employee Costs	16,318	16,013	(305)	(2%)
Property Costs	68	68	-	0%
Supplies and Services	3,030	2,922	(108)	(4%)
Transport and Plant Costs	43	28	(15)	(35%)
Administration Costs	1,498	1,501	3	0%
Other Agencies & Bodies	6,088	6,088	-	0%
Transfer Payments	813	813	-	0%
Other Expenditure	-	-	-	-
Capital Financing	-	-	-	-
Gross Expenditure	27,858	27,433	(425)	(2%)
Income	(4,586)	(4,547)	39	(1%)
Net Expenditure	**23,272**	**22,886**	**(386)**	**(2%)**

CHIEF EXECUTIVES
BUDGETARY CONTROL 2021/22

REPORT FOR THE 6 MONTHS TO 30 SEPTEMBER 2021

Budget £000	Projected Variance £000	Variance as % of budget	Section
	Note 1		**Finance - Corporate Procurement**
			Movement - There has been a favourable movement of £0.155m due to a decrease in employee costs.
939	(155)	-17%	Employee Costs - There is a projected underspend of £0.155m due to vacancy management.
	(155)		
	Note 2		**People & ICT - ICT**
			Movement - There has been a favourable movement of £0.181m. This is due to a decrease in employee costs of £0.061m together with a reduction in both equipment and software licence costs of £0.112m.
3,131	(61)	-2%	Employee Costs - There is a projected underspend of £0.023m due to vacancy management and £0.038m due to lower than anticipated pension costs.
13	(9)	-67%	Transport Costs - There is a projected underspend of £0.009m due to lower than usual staff fares/mileage.
2,283	(112)	-5%	Supplies & Services - There is a projected underspend of of £0.040m in WAN due to delays in equipment deliveries resulting from global chip shortages, £0.070m in Software Licences for O365 due to removal of temporary staffing costs and reduction in consultancy costs and other minor variances of £0.002m.
	(181)		
	Note 3		**People & ICT - Business Support**
			Movement - There has been a favourable movement of £0.018m due to a decrease in employee costs.
1,134	(55)	-5%	Employee Costs - There is a projected underspend of £0.055m due to vacancy management and maternity leave.
	(55)		

COMMUNITIES
BUDGETARY CONTROL 2021/22

REPORT FOR THE 6 MONTHS TO 30 SEPTEMBER 2021

Objective Summary	Annual Budget	Projected Outturn	Annual Variance Adverse or (Favourable)	% Variance	Note No
	£000	£000	£000		
Early Years Education	21,435	19,735	(1,700)	-7.9%	1
Primary Education	41,771	41,747	(24)	-0.1%	2
Secondary Education	52,762	52,447	(315)	-0.6%	3
Additional Support Needs	10,869	10,839	(30)	-0.3%	4
Education - Other	4,824	5,493	669	13.9%	5
Pupil Equity Fund	5,870	5,870	-	0.0%	
Connected Communities	12,737	12,737	-	0.0%	6
Net Total	**150,268**	**148,868**	**(1,400)**	**-0.9%**	
Less Proposed Carry Forwards	-	1,400	1,400		
Net Total	**150,268**	**150,268**	**-**		

Subjective Summary	Annual Budget	Final Year End Outturn	Annual Variance Adverse or (Favourable)	% variance
	£000	£000	£000	
Employee Costs	124,462	123,193	(1,269)	-1%
Property Costs	555	567	12	2%
Supplies and Services	19,135	18,903	(232)	(1%)
Transport and Plant Costs	167	165	(2)	(1%)
Administration Costs	905	868	(37)	(4%)
Other Agencies & Bodies	13,691	13,332	(359)	-3%
Transfer Payments	580	580	-	0%
Other Expenditure	1	1	-	
Capital Financing	78	78	-	0%
Gross Expenditure	159,574	157,687	(1,887)	-1%
Income	(9,306)	(8,819)	487	-5%
Net Expenditure	**150,268**	**148,868**	**(1,400)**	**-1%**

COMMUNITIES
BUDGETARY CONTROL 2021/22

REPORT FOR THE 6 MONTHS TO 30 SEPTEMBER 2021

Budget £000	Projected Variance £000	Variance as % of budget	Section
	Note 1		**Early Years Education**
			Movement: There has been no movement since P4.
16,192	(1,400)	-9%	Employee costs: An underspend due to the future opening of Marress House and Montgomerie Park establishments and additional vacancies.
4,782	(300)	-6%	Third Party Payments: An underspend in payments to funded providers. The uptake has been less than originally anticipated as part of the 1140 hours rollout.
			It is proposed to reduce the earmarked funds from £1.470m at P4 to £1.400m to be used towards the revised implementation of the 1140 hours programme.
	(1,700)		
	Note 2		**Primary Education**
			Movement: There has been a favourable movement of £0.036m since P4. This is due to further underspends in both teaching and non-teaching employee costs due to vacancies.
39,569	1	0%	Employee Costs : projected underspend of £0.216m in Teachers costs across all primary schools. £0.071m underspend in non teaching staff costs across all primaries. Transferred to offset turnover target at centre of £287K
1,958	(3)	0%	Supplies and Services : underspend in PPP costs due to reduced RPI and utility costs.
143	(77)	-54%	Third Party Payments: no overtime required due to the schools being closed in relation to school lets
(69)	55	-80%	Income: due to the schools being closed there was no school let income.
	(24)		
	Note 3		**Secondary Education**
			Movement: There has been an unfavourable movement of £0.056m since P4. This is due to non teaching employee costs.
39,903	-	0%	Employee Costs : £0.104m underspend in non teaching costs and £0.501m underspend in teaching costs across all secondary schools. Transferred to offset turnover target at centre of £0.605m.
12,602	(281)	-2%	Supplies and Services : underspend in PPP costs due to reduced RPI and utility costs.
197	(97)	-49%	Third Party Payments: no overtime required due to the schools being closed in relation to school lets
(74)	63	-85%	Income: due to the schools being closed there will be no school let income.
	(315)		
	Note 4		**ASN**
			Movement: There has been an unfavourable movement of £0.058m since P4. This is due to £0.110m increase in placement fee costs, mainly due to additional children and additional support charges, which was slightly offset by further underspends in employee costs of £0.052m due to vacancies.
9,160	(76)	-1%	Employee costs: underspend primarily in non teaching costs across ASN school and bases provision.
1,010	(333)	-33%	There is an underspend on external day placements as a result of the screening process currently in place. This enables the children to remain in mainstream establishments or in-authority ASN establishments.
365	463	127%	An overspend on external specialist residential placements due to the ongoing high number of children in residential education. Currently there are 8 children in accommodation. Joint working is ongoing with HSCP to improve positive outcomes for these children.
(264)	(84)	32%	Other Local Authorities income - other Local Authorities that choose to place children in NAC establishments. The underspend relates to an over recovery due to an increase in demand.
	(30)		
	Note 5		**Education Other**
			Movement: There has been a minor favourable movement of £0.008m since P4.
3,416	681	20%	Employee costs: variances are managed within the context of the Covid-19 Education recovery Plan and available Scottish Government funding. Includes a projected overspend of £0.051m due to backfilling of Director and HoS post.
	(12)		Other minor movements across various budget lines
	669		

Budget £000	Projected Variance £000	Variance as % of budget	Section
	Note 6		**Connected Communities**
			Movement: There has been no movement since P4.
7,095	(473)	-7%	Employee Costs: Underspends of £0.214m in Libraries, £0.186m in Community Facilities, £0.036m in Arran Outdoor and £0.024m in Arts, all mainly due to staff costs being reduced due to Covid-19 and staff being redeployed to Facilities Management. £0.011m overspend in Community Development
4,688	(18)	0%	Third Party Payments: Increased subsidy support for NALL projected currently at £1.016m due to the impact of Covid-19 restrictions and the impact on customer base. Additional support from the Council will be from the use of previously earmarked funds totalling £1.486m which will be used to support the trading deficit position and the renewal programme within NALL. This position will continue to be monitored throughout the year. £0.015m underspend in Community Facilities for royalty payments to Performing Rights Society
(1,545)	442	-29%	Income: Under recovery of income relates mainly to £0.206m in Community Facilities, £0.161m in Arran Outdoor Centre, £0.052m in Libraries and £0.048m in Arts, all due to Covid-19. Over recovery of £0.022m in Community Development for Fire and Rescue income from a staff secondment.
	49		Other minor movements across various budget lines
	-		

PLACE
BUDGETARY CONTROL 2021/22

REPORT FOR THE 6 MONTHS TO 30 SEPTEMBER 2021

Objective Summary	Annual Budget	Projected Outturn	Annual Variance Adverse or (Favourable)	% Variance	Note No
	£000	£000	£000		
Directorate and Support	235	235	-	0%	
Physical Environment					
Building Services	(2,510)	(2,510)	-	0%	1
Property Governance	(50)	(50)	-	0%	
Property Management & Investment	1,470	1,492	22	1%	2
Property Maintenance	3,576	3,576	-	0%	
Property Running Costs	4,974	4,623	(351)	(7%)	3
Energy and Sustainability	4,671	4,466	(205)	(4%)	4
Facilities Management	16,112	16,602	490	3%	5
Other Housing	3,184	2,800	(384)	(12%)	6
Total for Physical Environment	31,427	30,999	(428)	(1%)	
Commercial Services					
Roads	6,678	6,678	-	0%	7
Streetscene	4,641	4,882	241	5%	8
Internal Transport	9,688	9,688	-	0%	9
Waste Resources	9,102	9,866	764	8%	10
Total for Commercial Services	30,109	31,114	1,005	3%	
Economic Growth and Regeneration					
Economic Growth	223	201	(22)	100%	
Planning & Protective Services	1,606	1,594	(12)	200%	11
Economic Development	4,102	4,001	(101)	300%	12
Total for Economic Development and Regeneration	5,931	5,796	(135)	(2%)	
Net Total	**67,702**	**68,144**	**442**	**1%**	

Subjective Summary	Annual Budget	Projected Year End Outturn	Annual Variance Adverse or (Favourable)	% variance
	£000	£000	£000	
Employee Costs	55,843	54,831	(1,012)	(2%)
Property Costs	22,000	21,436	(564)	(3%)
Supplies and Services	13,509	12,382	(1,127)	(8%)
Transport and Plant Costs	9,593	9,717	124	1%
Administration Costs	1,278	1,259	(19)	(1%)
Other Agencies & Bodies	19,343	19,598	255	1%
Transfer Payments	526	531	5	1%
Other Expenditure	472	472	-	0%
Gross Expenditure	122,564	120,226	(2,338)	(2%)
Income	(54,862)	(52,082)	2,780	(5%)
Net Expenditure	**67,702**	**68,144**	**442**	**1%**

PLACE
BUDGETARY CONTROL 2021/22

REPORT FOR THE 6 MONTHS TO 30 SEPTEMBER 2021

Budget £000	Projected Variance £000	Variance as % of budget	Section
	Note 1		**Building Services**
			Movement - There has been a favourable movement of £0.105m since Period 4. This is primarily due to an increased underspend in supplies & services of £0.072m and a reduced shortfall in income of £0.408m, partially offset by an increase in overspend of £0.359m in relation to Third Party Payments. Due to the favourable movement the use of earmarked reserves (£0.105m) would no longer be required at this time.
9,189	(1,230)	(13%)	Employee Costs: An underspend of £1.230m due to vacancy management and additional labour no longer required for the door renewal programme.
4,637	(836)	(18%)	Supplies & Services: An underspend of £0.819m in materials due to a change in the composition in the works programme. This underspend is offset against the reduction in income shown below.
3,002	434	14%	Third Party Payments: An overspend of £0.434m comprised of £0.405m in increased subcontractor payments for Response Repairs and £0.029m of additional costs in completing the smoke alarm installation works due to be completed by February 2022
(20,673)	1,647	(8%)	Income: There is an under recovery of income of £1.647m. This is primarily due to the delay in the door renewal and kitchen programmes.
	(15)		Other minor movements
	-		
	Note 2		**Property Management and Investment**
			Movement - There has been a favourable movement of £0.016m since period 4 due to vacancy management.
2,427	(97)	(4%)	Employee Costs: An underspend of £0.097m due to vacancy management.
(1,397)	119	(9%)	Income: There is an under-recovery of £0.119m in factoring income due to a delay (now scheduled for Sept 2022) in implementing the new charging policy as a result of Covid-19.
	22		
	Note 3		**Property Running Costs**
			Movement - There has been a favourable movement of £0.429m mainly due to a projected decrease in NDR charges.
6,541	(533)	(8%)	Property Costs: The underspend is due to previous refund of 18/19 to 20/21 NDR charges on Shewalton landfill amounting to £0.093m. There is a projected underspend in NDR charges of £0.448m (of which £0.084m is due to NDR poundage decrease which is permanent, the remainder is made up of various other reliefs, of which £0.258m is RHL relief).
(1,763)	169	(10%)	Income: There is an under-recovery of income totalling £0.169m due to a reduction in rental income from commercial properties (£0.135m), a reduction in service charges (£0.014m) and a reduction in insurance premiums of £0.020m due to a previous efficiency to reduce premium amount but income was not adjusted accordingly.
	13		Other Minor Movements
	(351)		
	Note 4		**Energy and Sustainability**
			Movement - There has been a favourable movement of £0.021m since P4 mainly due to a larger underspend in Gas
4,571	(205)	(4%)	Property Costs: There are underspends of £0.305m in Electricity and £0.048m in Gas due to reduced volume of usage in relation to lower occupancy in the council buildings. These savings are offset by water costs of £0.122m and £0.028m of additional Biomass costs due to contractor price increases.
	(205)		
	Note 5		**Facilities Management**
			Movement - There has been a favourable movement of £0.067m which is primarily related to the increase in commercial catering sales during the summer, partially offset by an increase in waste refuse costs. In addition, HSCP requested for security at Redrose House to be extended until the start of October.
12,217	(233)	(2%)	Employee Costs: Projected underspend of £0.297m due to reduced commercial catering overtime and reduced casual staff being used, together with vacancy management. There are additional employee costs of £0.064m for providing security at the new Lockhart School and Redrose House; this cost is offset by additional income.
6,624	(380)	(6%)	Supplies and services: There is a projected saving of £0.380m in food and kitchen equipment due to reduced commercial catering.
841	79	9%	Property Costs: Projected overspend of £0.79m due to additional waste costs from enhanced cleaning as a result of Covid-19.
(3,896)	1,034	(27%)	Income: There is a projected under-recovery in commercial catering income of £1.124m due to the closure of buildings and Covid-19 restrictions. This is offset by £0.090m of additional income for providing security at the new Lockhart School and Redrose House.
	(10)		Other minor movements
	490		

Budget £000	Projected Variance £000	Variance as % of budget	Section
	Note 6		**Other Housing**
			Movement - There has been a favourable movement of £0.096m. This can be attributed to increased income, as additional temporary furnished accommodation units remain in use. This is partly offset with an increase in property rent costs and void rent loss in Ardrossan Hostel, while the Hostel undergoes a refurbishment. Employee costs have also decreased.
4,217	(234)	(6%)	Employee Costs: The underspend is due to vacancy management.
2,374	103	4%	Property Costs: Additional levels of temporary furnished accommodation units as a result of Covid-19 and Hostel closure, has resulted in increased property rental charges and void rent loss. This is offset by the additional rental income generated.
(5,877)	(258)	4%	Income: The over recovery of income relates mainly to the increase in temporary accommodation units in use. The budget was set for 230 units and up to 250 units have been in use at any time.
	5		Other minor movements.
	(384)		
	Note 7		**Roads**
			Movement - There has been no net movement since period 4.
2,240	70	3%	Supplies and Services: Projected overspend includes software investment costs, winter salt and grit replenishment costs and an energy saving in Lighting which will not be achieved in full, as the required upgrade work was delayed due to Covid-19.
(1,809)	(58)	3%	Income: Over recovery of income is mainly in Roads Network, for Construction Consent Income.
	(12)		Other minor movements.
			A budget virement for £0.484m to increase Income, Third Party Payments and Supplies and Services budgets has been included in appendix 7. The virement is due to an increase in income generating work for other Council Services, including footway widening for Active Travel Routes, cemetery footway and carriageway works, and other access improvements, which results in increased costs.
	0		
	Note 8		**Streetscene**
			Movement - There has been an adverse movement of £0.084m. This is primarily attributed to the increased employee costs due to the unprecedented demand for street cleaning.
6,450	129	2%	Employee Costs: Overspend is Covid related due to the increase in domestic tourism as a result of the pandemic. The service has experienced unprecedented demand which has required increased resourcing for street cleaning and other duties. Cover has also been required for staff shielding and other Covid-19 absences.
129	88	68%	Transport Costs: Projected overspend is Covid related, with £0.048m for additional vehicle hire and £0.017m for the associated fuel costs primarily due to social distancing restrictions. There is also a projected overspend in skip hire of £0.019m due to increased waste arising from more visitors.
-	24		Other minor movements.
	241		
	Note 9		**Internal Transport**
			Movement - There has been a favourable movement of £0.033m, mainly due to a reduction in fuel usage.
1,627	23	1%	Employee Costs: There is a projected overspend of £0.023m due to reduced staff turnover.
1,669	(88)	(5%)	Fuel Costs: Projected underspend of £0.088m due to a decrease in fuel usage.
467	72	15%	External Hires: Projected overspend of £0.072m primarily due to additional hire vehicles as a result of accommodating social distancing measures in vehicles.
	(7)		Other minor movements
	-		
	Note 10		**Waste Services**
			Movement - There has been a favourable movement of £0.050m due to a reduction in the projected loss of commercial Income. .
4,562	682	15%	Employee Costs: Overspend of £0.682m, the majority of which is Covid related, due to the requirement for significant additional temporary labour and use of overtime to mitigate self-isolation absence, provide Covid support crews and cover unused annual leave in order to maintain essential services.
186	31	17%	Transport Costs: Overspend of £0.031m is Covid related as additional vehicles have been required to support service delivery.
6,441	(65)	(1%)	Third Party Payments: Underspend of £0.147m largely a result of reduction in the contamination in our waste streams following sustained 'right stuff, right bin' campaigns to improve the quality of our recyclate and £0.028m in Organic waste, offset by overspends in Amenity waste £0.047m, Clyde Valley £0.014m and £0.049m overspend in internal diverted waste which is offset by an increase in internal recharge income.
(2,920)	133	(5%)	Income: Under-recovery of income due to a reduction in commercial waste of £0.166m due to Covid-19; less gas extracted from the landfill site of £0.063m and £0.023m less income from special uplifts. This is offset slightly by additional income in sale of scrap of £0.020m.
	(17)		Other minor movements.
	764		

Budget £000	Projected Variance £000	Variance as % of budget	Section
Note 11			**Planning & Protective Services**
			Movement - There has been a favourable movement of £0.012m due to £0.057m underspend in employee costs partially offset by an anticipated £0.045m under-recovery in income.
1,750	(57)	(3%)	Employee Costs: Underspend of £0.057m due to vacancy management.
(715)	45	(6%)	Income: Under-recovery in Building warrants £0.035m and Pest control £0.010m.
	(12)		
Note 12			**Economic Development**
			Movement - There has been a favourable movement of £0.089m which is primarily related to receiving external funding.
	(100)		Third Party Payments: Underspend of £0.100m is due to Employability and Skills receiving external funding in 2021/22.
	(1)		Other minor movements
	(101)		

OTHER CORPORATE ITEMS
BUDGETARY CONTROL 2021/22

REPORT FOR THE 6 MONTHS TO 30 SEPTEMBER 2021

Objective Summary	Annual Budget	Projected Outturn	Annual Variance Adverse or (Favourable)	% Variance	113 Note No
	£000	£000	£000		
Strathclyde Passenger Transport	2,308	2,225	(83)	(4%)	
SPT Concessionary Fares	294	287	(7)	(2%)	
Ayrshire Joint Valuation Board	824	824	-	0%	
	3,426	3,336	(90)	(3%)	1
Other Corporate Costs					
Pension Costs	1,895	1,895	-	0%	
Central Telephones	86	76	(10)	(12%)	
Other Corporate Items (incl Transformation Costs, Bad Debt Provision, External Audit fees and other centrally held funding.)	22,126	21,867	(259)	(1%)	2
Insurance Account	-	-	-	-	
Housing Benefits	2,698	2,687	(11)	(0%)	3
	30,231	29,861	(370)	(1%)	

OTHER CORPORATE ITEMS
BUDGETARY CONTROL 2021/22

REPORT FOR THE 6 MONTHS TO 30 SEPTEMBER 2021

Budget £000	Projected Variance £000	Variance as % of budget	Section
	Note 1		**Joint Boards**
			There is movement of £0.016m from Period 4 due revised SPT payments
3,426	(90)	-3%	Annual requisitions confirmed at less than current budget.
	(90)		
	Note 2		**Other Corporate Items**
			There is movement of £0.700m from Period 4 as the drawdown of earmarked reserves in relation to income levels across the services is no longer required.
22,126	(259)	-1%	Projected underspend primarily related to centrally held utility cost budgets which are not expected to be fully utilised in year.
	(259)		
	Note 3		**Housing Benefits**
			There is movement of £0.062 from Period 4 due to the level of Housing Benefit Overpayments.
1,643	(11)	-1%	Increased net income related to the recovery of Housing Benefit overpayments
	(11)		

MISCELLANEOUS ITEMS
BUDGETARY CONTROL 2021/22

REPORT FOR THE 6 MONTHS TO 30 SEPTEMBER 2021

Objective Summary	Annual Budget	Projected Outturn	Annual Variance Adverse or (Favourable)	% variance	115 Note No
	£000	£000	£000		
Financing Charges	11,795	11,795	-	-	
Contribution to Loans Fund Reserve	2,898	2,898	-	-	
Scottish Government Funding	(324,145)	(324,145)	-	-	
Council Tax	(59,766)	(59,766)	-	-	1
Use of Earmarked Funds	(2,991)	(2,991)	-	-	
Net Total	(372,209)	(372,209)	-	-	

Note 1 Council Tax
Income from Council Tax is forecasting to under recover by £0.225m. This is an improvement of £0.215m since Period 4 and is primarily related to additional provision for bad debts due to the impact on the debt recovery position and reduced income from prior years. This has been offset by the utilisation of £0.225m of Scottish Government funding brought forward from 2020/21.

HOUSING REVENUE ACCOUNT
BUDGETARY CONTROL 2021/22

REPORT FOR THE 6 MONTHS TO 30 SEPTEMBER 2021

	Annual Budget	Projected Outturn	Annual Variance Adverse or (Favourable)	% Variance	Note No
	£	£	£		
Employee Costs	5,187	5,187	-	0%	
Property Costs					
Responsive Repairs	5,245	5,799	554	11%	
Void Repairs	3,126	2,937	(189)	(6%)	
Planned and Cyclical Maintenance	4,837	4,764	(73)	(2%)	
Aids and Adaptions	1,603	1,603	-	0%	
Other property costs	6,089	3,618	(2,471)	(41%)	
Total for Property Costs	20,900	18,721	(2,179)		1
Supplies & Services	305	341	36	12%	
Transport Costs	40	40	-	0%	
Administration Costs	2,052	2,055	3	0%	
Third Party Payments	2,485	2,447	(38)	(2%)	
Transfer Payments	309	209	(100)	(32%)	2
Other Expenditure	378	423	45	12%	
Capital Financing Costs	20,778	20,101	(677)	(3%)	3
Gross Expenditure	52,434	49,524	(2,910)	(6%)	
Income					
Council House Rents	(51,526)	(51,526)	-	0%	
Other Rents	(317)	(317)	-	0%	
Recharges	(470)	(630)	(160)	34%	
Other Income	(121)	(176)	(55)	45%	
Transfer from HRA Reserves	-	-	-	0%	
Total Income	(52,434)	(52,649)	(215)	0%	4
Net Expenditure	-	(3,125)	(3,125)		

HRA
BUDGETARY CONTROL 2021/22

REPORT FOR THE 6 MONTHS TO 30 SEPTEMBER 2021

Budget £000	Variance £000	Variance as % of budget	Section
		Note 1	**Property Costs**
			Movement - there has been a favourable movement of £2.010m since Period 4.This is primarily due to a review of the profiling of £2.500m contribution towards the £5m sustainability works, partially offset by an increase in Responsive Repairs of £0.508m.
20,900	(2,179)	-10%	There is a projected underspend in property costs of £2.179m. This is mainly due to a review of the profiling of a £2.500m contribution towards the £5m sustainability works, an underspend in Void Repairs of £0.190m, due to a reduction in the number of void properties received to date than originally anticipated and a further underspend £0.073m in Planned and Cyclical Maintenance. This is partially offset by an overspend of £0.554m in Responsive Repairs.
	(2,179)		
		Note 2	**Transfer Payments**
309	(100)	-32%	There is a projected underspend in transfer payments of £0.100m. This underspend is in relation to disturbance allowance payments as a result of a reduction in planned maintenance works.
	(100)		
		Note 3	**Capital Financing Costs**
			Movement - there has been a favourable movement of £0.167m since P4.
20,778	(677)	-3%	There is an underspend in capital financing costs of £0.677m due to reduced loan charges. This is due to the reduced levels of expenditure currently being experienced in the HRA Capital budget
	(677)		
		Note 3	**Income**
			Movement - there has been a favourable movement of £0.019m
(52,434)	(215)	0%	An over recovery of income in recharges of £0.161m and other income of £0.055m.
	(215)		

HRA reserves and balances	B/fwd from 2020/21	Transfer to / from Reserves	Use of Earmarked sums	Earmarking of in year surplus	Funding of Capital Projects	Balance at 31/03/22
	£m	£m	£m	£m	£m	£m
Council House Building Fund	5.580	-	-	-	-	5.580
Welfare Reform	1.500	-	-	-	-	1.500
Sustainability Fund	3.174	-	-	1.826	-	5.000
Voids - non programmed works	-	-	-	1.029	-	1.029
Contingency Balance	1.500	-	-	-	-	1.500
Infrastructure Improvements	0.305	-	-	-	-	0.305
Major Refurbishment Works	0.052	-	-	-	-	0.052
Tenant led balance	0.520	-	-	-	-	0.520
Additional CFCR	1.000	-	-	-	-	1.000
Cyclical Planned Maintenance	0.055	-	-	-	-	0.055
Disturbance Allowance	0.385	-	-	-	-	0.385
Responsive Repairs	0.150	-	-	-	-	0.150
Electrical Testing	-	-	-	0.270	-	0.270
	14.221	**-**	**-**	**3.125**	**-**	**17.346**

Budget Management - 30 September 2021

Virement/Budget Adjustment Requests

	Perm (P) / Temp(T)	2021/22	
		Virement £m	Directorate Total £m
1) Budget Virements			
Place			
Roads Third Party Payments	T	0.313	
Roads Supplies & Services	T	0.171	
Roads Third Party Payments	T	0.100	
Roads Income From Other NAC Departments	T	-0.484	**0.100**

**Integration Joint Board
18 November 2021**

Subject:	**2021-22 – Month 6 Financial Performance**
Purpose:	To provide an overview of the IJB's financial performance as at Month 6 including an update on the estimated financial impact of the Covid-19 response.
Recommendation:	It is recommended that the IJB: (a) notes the overall integrated financial performance report for the financial year 2021-22, the current overall projected year-end underspend of £0.258m; (b) notes the progress with delivery of agreed savings; and (c) notes the remaining financial risks for 2021-22, including the impact of remaining Covid-19 estimates and costs.

Glossary of Terms	
NHS AA	NHS Ayrshire and Arran
HSCP	Health and Social Care Partnership
MH	Mental Health
CAMHS	Child & Adolescent Mental Health Services
RAG	Red, Amber, Green
UNPACS	UNPACS, (UNPlanned Activities) – Extra Contractual Referrals
NRAC	NHS Resource Allocation Committee
GAE	Grant Aided Expenditure
PAC	Performance and Audit Committee

1.	EXECUTIVE SUMMARY
1.1	The report provides an overview of the financial position for the partnership and outlines the projected year-end outturn position informed by the projected expenditure and income commitments, these have been prepared in conjunction with relevant budget holders and services. It should be noted that although this report refers to the position at the September period end that further work is undertaken following the month end to finalise projections, therefore the projected outturn position is as current and up to date as can practically be reported.
1.2	The projected outturn, before the impact of Covid-19, is a year-end underspend of £0.258m for 2021-22 which is a favourable movement of £1.111m since Month 4.

1.3	From the core projections, overall, the main areas of pressure are learning disability care packages, residential placements for children and Unplanned Activities (UnPACs) within the lead partnership for mental health.
1.4	The follow up focus sessions that took place during August and October with LD services and Children's Services agreed a range of action points and these will be followed up at the next sessions in January. A session will also be held with Community Care and Health once the impact of the recently announced funding is known. These sessions look at ways to reduce future spend to try and ensure future service provision can be contained within current resources.
2.	**CURRENT POSITION**
2.1	The report includes an overview of the financial position including commitments against the available resource, explanations for the main budget variances, an update on progress in terms of savings delivery and plans to work towards financial balance. The report also includes detail of the estimated costs and potential financial impact of the Covid-19 response.
	FINANCIAL PERFORMANCE – AT PERIOD 6
2.2	At period 6 against the full-year budget of £265.536m there is a projected year-end underspend of £0.258m (0.1%). The Integration Scheme outlines that there is an expectation that the IJB takes account of the totality of resources available to balance the budget in year. Following this approach, an integrated view of the financial position should be taken, however it is useful to note that this overall position consists of a projected overspend of £0.514m in social care services and a projected underspend of £0.772m in health services. Appendix A provides the financial overview of the partnership position. The sections that follow outline the significant variances in service expenditure compared to the approved budgets with detailed analysis provided in Appendix B.
2.3	**Health and Community Care Services**
	Against the full-year budget of £76.842m there is a projected overspend of £0.007m (0%) and the main variances are: a) Care home placements including respite placements (net position after service user contributions and charging order income) are projected to underspend by £0.178m after applying £0.170m of covid funding which is an adverse movement of £0.122m. The budgeted number of permanent placements is 790 and at month 6 there are 788 placements. The projection assumes an increase of 10 in October taking the total to 798 placements. The occupancy in care homes has increased steadily following the reduction during 2020-21. Within the projection there is an assumption that recent placements that do not have a completed financial assessment (often due to the pressure to discharge from hospital) are costed with 50% of the cases at the current average cost of a placement and 50% at the gross or interim funded rate. Previous assumptions assumed that all of the cases were costed at the average cost. This was reviewed as it is likely that there will still be

some cases being gross or interim funded at the year end. Their actual cost will not be known until the FA1 financial assessment is completed.

The level of income recovered from charging orders was under recovered during 2020-21 due to the impact the pandemic had on house sales but for 2021-22 it is assumed to be £0.200m under recovered and this will continue to be reviewed during the year. This is included in the overall projected underspend of £0.178m above.

b) Care at home is projecting an overspend of £0.344m after applying £1.682m of funding for additional capacity for Covid and Winter Planning. Bank staff are being offered contracts, the service is recruiting additional staff for the in-house service and also engaging with new and existing providers for additional commissioned services. The capacity for care at home will continue to grow during 2021-22 to meet the increase in demand for the service, this will be part of the Covid funding requirements and our longer-term ambition to shift the balance of care. The remaining overspend relates to non-recovered caveat charges for CM2000 £0.068m and an overspend on option 2 care packages of £0.276m.

c) Care at Home Charging Income is projected to under recover by £0.173m (adverse movement of £0.004m) due to the ongoing shift towards personal care which is non chargeable.

d) Direct Payments are projected to overspend by £0.136m which is an adverse movement of £0.032m due to the waiting list for services being reduced during 2020-21 and further additional care packages being agreed in 2021-22.

e) Residential Placements are projected to overspend by £0.256m which is an adverse movement of £0.057m. The overspend is due to placements transferring from adult to older people services, new packages and increases to existing packages.

f) Carers Act funding is projected to underspend by £0.661m which is a favourable movement of £0.161m. This projected position assumes charges for respite are waived per the IJB 2021-22 budget paper recommendation and a contribution is made to the increased capacity for children's respite.

| 2.4 | **Mental Health Services** |

Against the full-year budget of £82.957m there is a projected underspend of £0.116m (0.1%). The main variances are:

a) Learning Disabilities are projected to overspend by £0.528m (£0.457m favourable movement). The main variances are:
  - Care Packages (inc residential and direct payments) - projected overspend of £0.523m in community care packages (£0.173m adverse movement), £0.386m in direct payments (£0.097m favourable movement) and £0.143m for residential placements (£0.031m favourable movement).

    Community Learning Disability Care packages are proving to be one of the most challenging areas to address overspends. The spend was reviewed against the planned care and this has resulted in the projection being

increased from month 4. This is partly due to the impact of services still remobilising in the earlier part of the year and also the impact of the roll out of the CM2000 call monitoring system. The data from CM2000 will be reported back to the service to allow them to see where care has deviated from the planned level and focus reviews to those areas.

- Purchased LD Day Care is projected to underspend by £0.303m (£0.215m favourable movement) as day care services have not fully remobilised.

- In house day care is projected to underspend by £0.295m (favourable movement of £0.050m) due to vacancies not being filled whilst the service is not operating.

b) Community Mental Health services are projected to underspend by £0.357m (adverse movement of £0.106m) and included within this are underspends of £0.255m in community packages (inc direct payments) and £0.019m for residential placements. The adverse movement relates an increase in the number of packages across all service areas.

c) Supported Accommodation - there are potentially additional costs in relation to the upcoming supported accommodation developments. This is in relation to security, energy cost and void rent loss during the period between the builds being completed and the service users moving in. These costs will be met by non-recurring slippage from transition care packages.

d) The Lead Partnership for Mental Health is projecting to be £0.264m underspent and the main variances are as follows:

- A projected overspend in Adult Inpatients of £0.344m mainly due to staff in redeployment (no movement) following the closure of the Lochranza ward. There is also reduced bed sale income of £0.130m but this is included in the quarter 2 LMP return and will be covered by Covid-19 funding.
- UNPACS is projected to overspend by £0.683m (£0.180m favourable movement) this is based on current number of placements which has reduced since month 4. These placements are for individuals with very specific needs that require a higher level of security and/or care from a staff group with a particular skill set/competence. This can necessitate an UNPlanned Activities (UNPACs) placement with a specialist provider which can be out-of-area. Applications to approve a placement are made to the Associate Medical Director for Mental Health who needs to be satisfied that the placement is appropriate and unavoidable prior to this being agreed.
- A projected underspend in MH Pharmacy of £0.160m (no movement) due to continued lower substitute prescribing costs.
- Learning Disability Services are projected to overspend by £0.429m (£0.105m adverse movement). This is mainly due to high usage of supplementary staffing, cross-charging for a LD patient whose discharge has been delayed and redeployment staffing costs. Supplementary staffing costs relate to backfill for sickness, increase and sustained enhanced observations and vacancies. The enhanced observations are reviewed on a daily basis however, due to the individuals being acutely unwell at present, this level of enhanced observations has been maintained for a lengthy period of time.

- The turnover target for vacancy savings for the Lead Partnership is held within the Lead Partnership as this is a Pan-Ayrshire target. There is a projected over-recovery of the vacancy savings target of £1.452m in 2021-22, further information is included in the table below:

Vacancy Savings Target	(£0.400m)
Projected to March 2022	£1.852m
Over/(Under) Achievement	£1.452m

The current projection to the year-end is informed by the recruitment plans and the confidence in recruitment success and realistic timescales for filling individual vacancies.

The main areas contributing to this vacancy savings position are noted below:
- Adult Community Health services £0.090m
- Elderly Inpatients £0.407m
- CAMHS £0.463m
- Mental Health Admin £0.210m
- Psychiatry £0.340m
- Psychology £0.300m
- Associate Nurse Director £0.042m

| 2.5 | **Children & Justice Services** |

Against the full-year budget of £37.063m there is a projected overspend of £0.943m (2.5%). The main variances are:

a) Care Experienced Children and Young People is projected to overspend by £1.069m (£0.605m favourable movement). The main areas within this are noted below:

- Children's residential placements are projected to overspend by £1.915m (£0.414m adverse movement) prior to covid funding and projected to overspend by £1.183m (£0.318m favourable movement) after £0.732m of Covid funding. We started 21/22 with 17 placements which included 1 in Secure but this increased to 21 by month 4. At month 6 this figure has been maintained as two discharges and two new placements were made. One place also changed from residential to secure which is an increased cost. Of these placements three are assumed to be discharged in December and the assumed discharge dates for another five placements have been extended from December to March 2022. This will take placement numbers to 18 by the end of year. Progress with plans to move children from residential placements have been impacted by Covid-19 as there has been an impact on Children's Hearings and this has limited the availability of tenancies. The impact on Children's Hearings is improving but still not back to 'normal'.
- Fostering placements are projected to underspend by £0.186m (£0.063m favourable movement) based on the budget for 131 places and 121 actual placements (of which 6 are Covid related and are funded through the Covid-19 mobilisation plan) since the start of the year. The recent focus session discussed the need to continue to recruit increased numbers of foster carers, both to limit the requirement for external foster placements and reduce

	pressures elsewhere on the service, and the team are looking at the best way to approach this. • Fostering Xtra placements are projected to be £0.135m underspent (£0.018m adverse movement) based on the budget for 33 placements and 27 actual placements since the start of the year. • Private Fostering placements are projected to be £0.150m overspent (£0.063m adverse movement due to two new placements) based on the budget for 10 placements and 13 actual placements since the start of the year. • Kinship placements are projected to overspend by £0.050m (£0.022m favourable movement) based on the budget for 353 places and 356 actual placements since the start of the year. • Adoption placements are projected to overspend by £0.094m (£0.003m favourable movement) based on the budget for 57 places and 70 actual placements since the start of the year. b) Children with disabilities – residential placements are projected to underspend by £0.081m (£0.229m adverse movement) based on 7 placements which are expected to continue until the end of the year. The adverse movement relates to costs for one child before they transitioned to adult services. The previous projection assumed this transition would be earlier. c) Residential respite – placements are projected to overspend by £0.190m (adverse movement of £0.143m) due to six new short-term placements since P4. These short-term placements are used to prevent an admission to full residential care. d) Transport costs – projected underspend of £0.048m (£0.002m adverse movement) due to less mileage being incurred.
2.6	**ALLIED HEALTH PROFESSIONALS (AHP)**
	AHP services are projected to underspend by £0.139m due to underspends in non-employee costs.
2.7	**MANAGEMENT AND SUPPORT**
	Management and Support Services are projected to underspend by £0.571m (£0.260m favourable movement) of which £0.353m relates to funding set aside for unscheduled care. £0.277m of this funding is uncommitted and £0.076m relates to the enhanced hospital social work team only incurring part year costs. There is also a £0.200m projected over-recovery of payroll turnover for social care as outlined in para 2.8 below.
2.8	**Turnover/Vacancy Savings**
	The turnover targets and projected achievement for the financial year for Health and Social Care services out with the Lead Partnership is noted below:

	Social Care	Health Services
Vacancy Savings Target	*(2.014m)	(0.655m)
Projected to March 2022	2.214m	0.782m
Over/(Under) Achievement	**0.200m**	**0.127m**

(*the target for social care services has been increased on a non-recurring basis for 2021-22 only by £0.110m to offset the saving for the roll out of Multi-Disciplinary Teams, as no permanent reductions to the structure can be identified at this time but will be by the service from 2022-23 onwards).

The position in the table above reflects the assumption in the current financial projections. For social care a total of £1.321m (66% of annual target) has been achieved to date. It is anticipated that the level of vacancies will continue at this rate to the financial year-end, the full annual target will over recover by £0.200m.

The health vacancy projection to the year-end is informed by the recruitment plans and confidence in recruitment to posts for the remainder of the year.

The main areas contributing to the health and social care vacancy savings are spread across a wide range of services with vacancy savings being achieved in most areas. There have been no intentional plans during the pandemic to pause or delay recruitment and services have actively continued to recruit, in some areas this has proven difficult to fill posts.

The turnover target for the North Lead Partnership for Mental Health services is detailed within the Lead Partnership information at section 2.4.

2.9	**Savings Progress**

a) The approved 2021-22 budget included £2.528m of savings.

BRAG Status	Position at Budget Approval £m	Position at Period 6 £m
Red	-	0.640
Amber	0.204	0.819
Green	2.324	0.727
Blue	-	0.342
TOTAL	2.528	2.528

b) The main areas to note are:

    i)   Red savings of £0.450m relating to reducing children's residential placements, £0.066m adoption allowances and £0.036m external fostering placements, all of which are projected to overspend.

    ii)   Whilst all savings remain on the plan to be delivered there are delays with some savings with delays in implementation due to Covid-19, for example the savings in relation to day care for adults. These savings of £0.088m are noted as red and are not included in the projected position as it is assumed they will be funded by Covid funding.

	iii) The confidence with some savings has reduced since the budget was set due to the ongoing impact of Covid-19, for example Care at Home related savings. Appendix C (i) shows the full Transformation Plan for 2021/22 which has been agreed by the Transformation Board; the Board is in place to provide oversight and governance to the programme of service change. A focus of the Board is to ensure plans are in place to deliver savings and service change, with a solution focussed approach to bringing programmes back on track. Not all the service changes on the Transformation Plan have savings attached to them but there is an expectation that they will lead to service improvements. The Plan is critical to the ongoing sustainability and safety of service delivery and to supporting the delivery of financial balance in future. Appendix C (ii) provides an overview of those service changes which do have financial savings attached to them and the current BRAG status around the deliverability of each saving. The unachieved savings due to Covid-19 have not been reflected in the overall projected outturn position as it is assumed the savings delays would be compensated with additional funding. The delays were included in the mobilisation plan return to the Scottish Government.
2.10	**Budget Changes**
	The Integration Scheme states that *"either party may increase it's in year payment to the Integration Joint Board. Neither party may reduce the payment in-year to the Integration Joint Board nor Services managed on a Lead Partnership basis….without the express consent of the Integration Joint Board".* Appendix D highlights the movement in the overall budget position for the partnership following the initial approved budget. **Reductions Requiring Approval:** 1) Computer Lines (WAN) transferred to IT services £0.002m 2) £500 Thank You payment to non HSCP services £0.054m 3) Primary Care Rebate Scheme CRES allocation £0.044m 4) Community Store Funding £0.017m to South
2.11	**NHS – Further Developments/Pan Ayrshire Services**
	Lead Partnerships: The IJB outturn position is adjusted to reflect the impact of Lead Partnership services. During 2020-21 agreement was reached with the other two Ayrshire partnerships that in the absence of any service activity information and alternative agreed risk sharing arrangements that the outturn for all Lead Partnership services would be shared across the 3 partnerships on an NRAC basis. This position is currently the default for

2021-22 pending further work to develop a framework to report the financial position and risk sharing across the 3 partnerships in relation to hosted or lead service arrangements has been delayed by the requirement to focus efforts on the Covid response.

The final outturn in relation to North Lead Partnership services would not be fully attributed to the North IJB as a share would be allocated to East and South partnerships, similarly the impact of the outturn on East and South led services will require to be shared with North. At month 6 the MH lead partnership is projected to underspend by £0.264m (£0.086m NRAC share for East and £0.081m for South).

East HSCP – projected underspend of £1.546m (£0.557m NRAC share for NA IJB - £0.169m favourable movement).   The main areas of variance are:

a) Primary Care and Out of Hours Services- there is a projected underspend of £1.270m. The projected underspend includes savings in Dental Services £0.614m due to reduced service provision, including staffing savings, with an anticipated increase in staffing costs going forward. There are reduced projected costs in Ayrshire Urgent Care Services (AUCS) £0.343m with work being undertaken to cross charge costs related to the Covid-19 pandemic against the Local Mobilisation Plan (Community Clinical Hub). The projected underspend on AUCS assumes a similar level of cross charging (to month 6) for the remainder of the financial year, with further consideration of the Covid-19 position at that stage. Continued uncertainty around the level of GP activity is likely the result in further changes to projected costs over the course of the financial year with this area of the budget being closely monitored going forward. As at month 6, savings in Primary Care contract administration totalling £0.411m (including staffing savings) are also contributing to the projected underspend. Reduced expenditure in the headings highlighted is partially offset by additional PMS costs £0.098m. The Primary Care budget continues to be fluid and will continue to be closely monitored with movements in the projected outturn position highlighted in future reports to the three Ayrshire IJBs.

As at month 6, it is anticipated that the Primary Care Improvement Fund will outturn on budget. The sum of £1.272m has been brought-forward as an earmarked balance within the IJB Reserve and will be used to meet initial East Ayrshire spending plans and priorities being taken forward to meet agreed outcomes. Sums of £0.935m and £0.732m have been brought-forward from 2020/21 by North and South Ayrshire IJBs respectively to meet their own priorities and outcomes.

b) Prison and Police Healthcare - £0.288m projected underspend largely due to net staffing savings. This represents a favourable movement on the month 4 projected underspend £0.238m, due to posts becoming vacant. It is anticipated that posts will be recruited to in the second half of 2021/22. In addition, the medical contracts at both Prison and Police have reduced and is contributing to the projected underspend.

South HSCP – projected overspend of £0.021m – no movement (£0.008m NRAC share for NAHSCP). The overspend is mainly due to an overspend in the community store and continence service offset by vacancies in the Family Nurse Partnership.

	Set Aside: The budget for set aside resources for 2021-22 is assumed to be in line with the amount for 2020/21 (£33.054m) inflated by the 2.8% baseline uplift. The 2020/21 value was based on 2019/20 activity as 2020/21 was not considered representative. At the time of setting the IJB budget it was noted that this may require to be updated following the further work being undertaken by the Ayrshire Finance Leads to establish the baseline resources for each partnership and how this compares to the Fair Share of resources. It was anticipated that 2020-21 would be used as a shadow year for these arrangements, however this work was been delayed due to the Covid-19 response. A draft Q2 set aside update for 2021/22 has been issued to IJBs. A method of capturing up to date local activity and pricing it for set aside calculations is now in place, subject to IJB review and refinement. The annual budget for Acute Services is £374.3m. The directorate is overspent by £0.650m, caused by overspends on agency medical and nursing staff, as well as overtime and bank usage. These have been required due to the level of operational pressure being experienced, in common with many other areas in Scotland at present. There is a material underlying deficit caused by: • Unachieved efficiency savings • High expenditure on medical and nursing agency staff, high rates of absence and vacancy causing service pressure • High numbers of delayed discharges The IJBs and the Health Board have submitted Remobilisation Plan 4 outlining further measures to maintain service and improve performance.
	COVID-19 – FINANCE MOBILISATION PLAN IMPACT
2.12	**Summary of position**
	From the outset of the pandemic the HSCP acted very swiftly to respond and developed a mobilisation plan detailing the additional activities to support our response, alongside the estimated financial impact. Financial returns were submitted to the Scottish Government on a regular basis during 2020-21, on the premise that any additional costs aligned to mobilisation plans would be fully funded. This process has continued during 2021-22. There is a risk that if the full cost of the Covid-19 response is not funded that the IJB may require to recover any overspend in-year.
2.13	**Mobilisation Plan**
	The initial 2021-22 mobilisation plan cost submission was submitted in February and estimated the costs to be £5.481m to March 2022. The quarter 1 return updated these costs to £8.279m and the quarter 2 return increased the costs marginally to £8.367m. The costs remain estimates as the situation continually evolves and there will be updates submitted each quarter.

The local finance mobilisation plan submission is included as Appendix E. The main areas of cost together with the movement over the period are summarised below:

Service Area	Initial 2021-22 Return £m	Quarter 1 Update £m	Quarter 2 Update £m	Change £m
Payments to Providers	0.750	2.421	2.119	(0.302)
PPE	2.000	2.000	0.581	(1.419)
Additional Staff	1.459	1.901	3.704	1.803
Mental Health	1.172	1.172	0.000	(1.172)
Loss of Income	0.100	0.430	0.480	0.050
Unachieved Savings	-	0.138	0.138	-
Children & Families	-	-	0.949	0.949
Other Areas	-	0.217	0.396	0.179
TOTAL	**5.481**	**8.279**	**8.367**	**0.088**

The most recent changes to estimated costs are in relation to:

- Reduced sustainability payments to providers following a review of the occupancy payments;
- Reduced PPE costs as more PPE is being sourced from the national hub at no cost;
- Increased staff costs including the extension of care at home capacity from six months to twelve months of costs, continued cover costs including cover relating to long covid;
- Children's services costs for additional residential and foster placements;
- Further loss of income from charging for services as not all services have restarted; and
- Removal of the Mental Health costs which are now covered by the Mental Health Recovery and Renewal Funding.

2.14	**Covid-19 Funding Position**

At the outset of the pandemic there was an assurance that subject to any additional expenditure being fully aligned to local mobilisation plans, including the IJB responses, reasonable funding requirements will be supported. This was on the basis that a process would be developed for these to be accurately and immediately recorded and shared with the Scottish Government. The basis of this reporting was drawn up and agreed with COSLA and Health and Social Care Partnerships.

The Scottish Government are continuing to work with Health Boards and IJBs to review and further revise financial estimates. This will allow identification of the necessary additional support required with an expectation that an allocation to bring funding up to 100% will be provided. On this basis the overall financial risk to the IJB for 21-22 is minimised. The main risk remaining being if costs increase significantly by the year-end, this is being closely monitored.

| 2.15 | **Provider Sustainability Payments and Care Home Occupancy Payments** |

COSLA Leaders and Scottish Government have agreed an approach to supporting the social care sector to ensure that reasonable additional costs will be met. We have been making payments to commissioned social care providers in line with the agreed national principles for sustainability and remobilisation payments to social care providers during COVID 19.

Care Home Occupancy Payments - we have engaged with older people's care homes in relation to care home occupancy payments and make regular monthly payments to care home providers with emergency faster payments being made if required. The Scottish Government ceased these payments at the end of October 2021. Meetings are being held with each care home to discuss ongoing sustainability and to provide support.

Sustainability payments - providers are responsible for submitting a claim for additional support to the Partnership for sustainability payments and this is assessed as to what support is required on a case-by-case basis based on the supporting evidence provided. Each case is assessed by the same group to ensure equity and consistency across providers.

In general, all payment terms have been reduced and once any payment is agreed it is being paid quicker to assist the cash flow position of providers. The assessment of some claims has been difficult due to delays with additional information and supporting evidence being submitted to support claims, hence there are a number of claims that are in process.

The sustainability payments are estimated to be a significant cost in our mobilisation plan and the timely submission and assessment of claims is key to ensuring we can accurately estimate the financial cost and ensure the costs are reclaimed from the Scottish Government.

Providers in North Ayrshire are not all strictly adhering to these timescales and we are still receiving backdated claims, the commissioning team are working with providers to support them to submit claims. The tables below show the support provided to date and the outstanding claims as at the end of September.

PROVIDER SUMMARY	NCHC Care Homes	Other	Total
Total Number of Providers	17	49	66
Number contacting NAC	17	15	32
Providers Supported to date	17	15	32

OUTSTANDING CLAIMS	NCHC Care Homes	Other	Total
Total Number of Claims	22	6	28
Value of Claims	745,830	125,759	871,589

SUPPORT PROVIDED	NCHC Care Homes £	Other Services £	TOTAL £
Occupancy Payments (up to July)	1,090,354	0	1,090,354
Staffing	171,147	12,799	183,946
PPE, Infection Control	174,699	61,893	236,591
Other	43,771	8,794	52,564
TOTAL	**1,479,970**	**83,485**	**1,563,456**

Arrangements for support have been agreed alongside guidance which sets out the criteria that need to be met for financial support, the approach for payment for care that cannot be delivered, the categories of additional costs which may be met, the approach to evidencing additional costs and key principles for requesting and making payments.

The key principles of this ongoing support include:

- Understanding the reasons why care cannot be delivered, only Covid related impacts can be funded through sustainability payments;
- The 'planned care' approach of continuing to pay for undelivered care has been removed and providers and HSCPs will be required to explore opportunities for creatively delivering services in a different way, temporarily re-deploy staff into other HSCP services (voluntarily), where this is not possible providers will be required to access national supports in the first place, including the potential to furlough staff;
- Where payment for undelivered care is agreed as the only option this will be at a reduced level depending on the type of service, for example for care homes subject to the NCHC occupancy payments will be made at 80% of the rate for all vacancies, this is dependent on care homes continuing to admit new residents where it is clinically safe to do so;
- The Social Care Staff Support Fund will remain in place to ensure all staff receive their full pay during a Covid related absence; and
- Additional reasonable costs that are incurred as a result of Covid which cannot be covered from other funding sources will be reimbursed, including for example PPE, infection prevention control and additional staffing costs.

The current financial sustainability principles (excluding care home occupancy payments), guidance and criteria have now been extended until 31 March 2022, these were previously agreed to 30 September 2021.

| 2.16 | **RESERVES** |

The IJB reserves position is outlined in the table below.

The 'free' general fund balance of £4.151m is held as a contingency balance, this equates to around 1.6% of the IJB budget for 2021-22 so remains short of the target of 2% but does demonstrate significant progress towards establishing a contingency reserve.

£1.486m is held by the Council to support a further repayment of debt in 21-22 and this is not reflected in the financial projection. This position will continue in future years until the debt is cleared.

	General Fund Reserves		Earmarked Reserves		Total
	Debt to NAC	Free GF	SG Funding	HSCP	
	£m	£m	£m	£m	£m
Opening Balance - 1 April 2021	**(3.807)**	**4.151**	**5.487**	**0.681**	**6.512**
Prior Year Adjustment	-	-	1.245	-	1.245
Revised Opening Balance	**(3.807)**	**4.151**	**6.732**	**0.681**	**7.757**
Earmarked as follows:					
: Primary Care Improvement Fund			0.935		
: Mental Health Action 15			0.224		
: Alcohol and Drugs Partnership			0.336		
: Community Living Change Fund			0.513		
: Covid Funding			4.724		
: Challenge Fund				0.500	
: 2021-22 Budget Gap				0.181	

A prior-year adjustment has been made to the Covid funding carried forward. It has been identified that the £500 'thank you' payments to commissioned providers were charged against Covid funding in 2020-21 in error; this is an accounting adjustment and will be reflected in the annual accounts for 2021-22.

3.	**PROPOSALS**
3.1	**Anticipated Outcomes**
	Continuing to closely monitor the financial position will allow the IJB to take corrective action where required to ensure the partnership can deliver services in 2021-22 from within the available resource, thereby limiting the financial risk to the funding partners. The estimated costs and funding in relation to the Covid-19 response also require to be closely monitored to ensure that the IJB can plan for the impact of this and to ensure that the IJB is in the position to re-claim funding to compensate for the additional costs.
3.2	**Measuring Impact**]
	Ongoing updates to the financial position will be reported to the IJB throughout 2021-22.

4.	IMPLICATIONS	
Financial:	The financial implications are as outlined in the report. Against the full-year budget of £263.486m there is a projected underspend of £0.258m (0.1%). The report outlines the main variances for individual services.	
Human Resources:	The report highlights vacancy or turnover savings achieved to date. Services will review any staffing establishment plans and recruitment in line with normal practice when implementing service change and reviews as per agreement with the IJB, there is no intention to sustain this level of staffing capacity reduction on a recurring or planned basis.	
Legal:	None	
Equality:	None	
Children and Young People	None	
Environmental & Sustainability:	None	
Key Priorities:	None	
Risk Implications:	Within the projected outturn there are various over and underspends including the non-achievement of savings. The revenue plan approved by the NHS Board in May 2021 included £0.77 million for a 1% pay uplift for Medical and Dental staff. They are anticipating £1.540 million additional funding to meet the cost of the Medical and Dental 3% pay award but this is not yet confirmed. This represents a risk to the IJB financial position.	
Community Benefits:	None	

Direction Required to Council, Health Board or Both	Direction to: -	
	1. No Direction Required	
	2. North Ayrshire Council	
	3. NHS Ayrshire & Arran	
	4. North Ayrshire Council and NHS Ayrshire & Arran	√

5.	CONSULTATION
5.1	This report has been produced in consultation with relevant budget holders and the Partnership Senior Management Team. The IJB financial monitoring report is shared with the NHS Ayrshire and Arran Director of Finance and North Ayrshire Council's Head of Finance after the report has been finalised for the IJB.

6.	CONCLUSION
6.1	It is recommended that the IJB: (a) notes the overall integrated financial performance report for the financial year 2021-22, the overall projected year-end underspend of £0.258m; (b) notes the progress with delivery of agreed savings; and (c) note the remaining financial risks for 2021-22, including the impact of remaining Covid-19 estimates and costs.

For more information please contact:

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2021-22 Budget Monitoring Report–Objective Summary as at 30th September 2021 Appendix A

	2021/22 Budget									Over/ (Under) Spend Variance at Period 4	Movement in projected variance from Period 4
	Council			Health			TOTAL				
Partnership Budget - Objective Summary	Budget	Outturn	Over/ (Under) Spend Variance	Budget	Outturn	Over/ (Under) Spend Variance	Budget	Outturn	Over/ (Under) Spend Variance		
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
COMMUNITY CARE AND HEALTH	**59,098**	**58,885**	**(213)**	**17,744**	**17,964**	**220**	**76,842**	**76,849**	**7**	**(130)**	**137**
: Locality Services	24,406	24,643	237	5,249	5,399	150	29,655	30,042	**387**	144	243
: Community Care Service Delivery	30,128	30,183	55	0	0	0	30,128	30,183	**55**	(36)	91
: Rehabilitation and Reablement	1,798	1,886	88	1,471	1,451	(20)	3,269	3,337	**68**	11	57
: Long Term Conditions	2,333	1,787	(546)	8,830	9,087	257	11,163	10,874	**(289)**	(151)	(138)
: Integrated Island Services	433	386	(47)	2,194	2,027	(167)	2,627	2,413	**(214)**	(98)	(116)
MENTAL HEALTH SERVICES	**25,405**	**25,633**	**228**	**57,552**	**57,208**	**(344)**	**82,957**	**82,841**	**(116)**	**524**	**(640)**
: Learning Disabilities	19,417	19,945	528	474	474	0	19,891	20,419	**528**	985	(457)
: Community Mental Health	5,062	4,755	(307)	1,622	1,572	(50)	6,684	6,327	**(357)**	(463)	106
: Addictions	926	933	7	1,445	1,415	(30)	2,371	2,348	**(23)**	2	(25)
: Lead Partnership Mental Health NHS Area Wide	0	0	0	54,011	53,747	(264)	54,011	53,747	**(264)**	0	(264)
CHILDREN & JUSTICE SERVICES	**33,030**	**33,973**	**943**	**4,033**	**4,033**	**0**	**37,063**	**38,006**	**943**	**1,275**	**(332)**
: Irvine, Kilwinning and Three Towns	3,676	3,603	(73)	0	0	0	3,676	3,603	**(73)**	(10)	(63)
: Garnock Valley, North Coast and Arran	2,043	1,982	(61)	367	367	0	2,410	2,349	**(61)**	(44)	(17)
: Intervention Services	1,705	1,698	(7)	0	0	0	1,705	1,698	**(7)**	(3)	(4)
: Care Experienced Children & Young people	21,647	22,716	1,069	0	0	0	21,647	22,716	**1,069**	1,674	(605)
: Quality Improvement	1,250	1,263	13	0	0	0	1,250	1,263	**13**	85	(72)
: Public Protection	0	0	0	0	0	0	0	0	**0**	(429)	429
: Justice Services	2,427	2,427	0	0	0	0	2,427	2,427	**0**	0	0
: Universal Early Years	282	284	2	3,240	3,240	0	3,522	3,524	**2**	2	0
: Lead Partnership NHS Children's Services	0	0	0	426	426	0	426	426	**0**	0	0
PRIMARY CARE	0	0	0	49,510	49,510	0	49,510	49,510	**0**	0	0
ALLIED HEALTH PROFESSIONALS			0	6,971	6,832	(139)	6,971	6,832	**(139)**	(125)	(14)
COVID NHS	0	0	0	1,103	1,103	0	1,103	1,103	**0**		0
MANAGEMENT AND SUPPORT COSTS	4,285	3,841	(444)	6,805	6,678	(127)	11,090	10,519	**(571)**	(311)	(260)
OUTTURN ON A MANAGED BASIS	**121,818**	**122,332**	**514**	**143,718**	**143,328**	**(390)**	**265,536**	**265,660**	**124**	**1,233**	**(1,109)**
Return Hosted Over/Underspends East	0	0	0	0	86	86	0	86	86	0	86
Return Hosted Over/Underspends South	0	0	0	0	81	81	0	81	81	0	81
Receive Hosted Over/Underspends South	0	0	0	0	8	8	0	8	8	8	0
Receive Hosted Over/Underspends East	0	0	0	0	(557)	(557)	0	(557)	(557)	(388)	(169)
OUTTURN ON AN IJB BASIS	**121,818**	**122,332**	**514**	**143,718**	**142,946**	**(772)**	**265,536**	**265,278**	**(258)**	**853**	**(1,111)**

Detailed Variance Analysis on a Managed Basis   Appendix B

	Budget £000's	Outturn £000's	Over/ (Under) Spend Variance £000's	
COMMUNITY CARE AND HEALTH	**76,842**	**76,849**	**7**	
Locality Services	29,655	30,042	387	**Older People care homes inc respite and charging order income -** net underspend of £0.178m based on 788 permanent placements and a projection of a further 10 places to budget level of 790 places with average cost applied to 50% of Gross & Interim funded places & full cost applied to the remainder. No current plans for return to use of Care Home Respite. **Independent Living Services :** * Direct Payment packages- overspend of £0.136m an adverse movement of £32k from P4 on 88 current packages. * Residential Packages - overspend of £0.256m an adverse movement of £56k from P4 based on 43 packages. * Community Packages (physical disability) - overspend of £0.025m a favourable movement of £56k from P4 based on 37 packages . **District Nursing** - overspend of £0.130m largely due to additional supplies.
Community Care Service Delivery	30,128	30,183	55	**Care at Home** (inhouse & purchased ex Arran) - overspend of £0.276m in relation to Option2 ; under recovery of Caveat charges at £0.0068m and CAH projected overspend by £1.682m with £1.217m funded by Covid & £0.465m funded by Winter Pressures.
Rehabilitation and Reablement	3,269	3,337	68	**Adaptations** budget projected overspend of £0.059m.
Long Term Conditions	11,163	10,874	(289)	**Carers Centre** - underspend of £0.661m a favourable movement of £0.161m from P4 **Anam Cara** - overspend £0.130m
Integrated Island Services	2,627	2,413	(214)	**GP Services** - projected underspend of £0.167m due to a refunded charge made in March 2021 in error.
MENTAL HEALTH SERVICES	**82,957**	**82,841**	**(116)**	
Learning Disabilities	**19,891**	**20,419**	528	**Residential Packages**- overspend of £0.143m based on 35 current packages. **Community Packages (inc direct payments)** - overspend of £0.909m based on 351 current packages.
Community Mental Health	**6,684**	**6,327**	(357)	**Community Packages (inc direct payments) and Residential Packages** - underspend of £0.274m based on 100 community packages, 11 Direct Payments and 26 residential placements.
Addictions	**2,371**	**2,348**	(23)	Outwith the threshold for reporting
Lead Partnership (MHS)	**54,011**	**53,747**	(264)	Net underspend on lead partnership activities.
CHIDREN'S AND JUSTICE SERVICES	**37,063**	**38,006**	943	
Irvine, Kilwinning and Three Towns	**3,676**	**3,603**	(73)	**Transport Costs** - Projected underspend £0.014m **Cornerstone Respite** - Projected underspend £0.058m, favourable movement of £0.058m from P4
Garnock Valley, North Coast and Arran	**2,043**	**1,982**	(61)	**Employee Costs** - Projected underspend £0.043m, favourable movement of £0.002m from P4 **Cornerstone Respite** - Projected Underspend £0.013m, favourable movement of £0.013m from P4

	Budget £000's	Outturn £000's	Over/ (Under) Spend Variance £000's	
Intervention Services	2,072	2,065	(7)	Outwith the threshold for reporting
Care Experienced Children & Young People	21,647	22,716	1,069	**Looked After Children placements - Overall Projected underspend of £0.044m which is a £0.078m favourable movement from P4 which is made up of the following:-** **Kinship -** Projected overspend of £0.050m, which is a favourable movement of £0.022m from P4 .Budget for 353 placements, actual no of placements is 356. **Adoption -** Projected overspend of £0.094m, which is a favourable movment of £0.003m from P4. Budget for 57 Placements, actual no of placements is 70. **Fostering -** Projected underspend of £0.186m, which is a favourable movement of £0.062m from P4 Budget for 131 placements, actual no of placements is 121 **Fostering Xtra -** Projected underspend £0.135m, adverse movement of £0.018m from P4 Budget for 33 placements, actual no of placements is 27. **Fostering Respite -** Projected underspend of £0.029m, favourable movement of £0.029m since P4 **Private fostering -** Projected overspend of £0.150m, which is an adverse movement of £0.063m from P4 Budget for 10 placements, current no of placements is 13 **CDIS Community Packages -** Projected underspend of £0.021m, which is a favourable movement of £0.013m from P4, current no of packages is 91 **CDIS Direct Payments**- Projected underspend of £0.035m, which is a favourable movement of £0.002m from P4, current no of packages is 37 **Residential School placements -** Projecting overspend £1.915m, however 2 Placements costing £0.732m will be funded from COVID Monies resulting in a Projected overspend of £1.183m which is an Adverse movement of £0.417m (before Covid Funding) & Favourable movement of £0.314m (after COVID funding) from P4 Current no of placements is 21. (Which includes 2 Secure Placements) **Childrens Residential Respite -** Projected overspend of £0.190m, which is an adverse movement of £0.143m from P4 **CDIS Residential Placements -** Projected underspend of £0.081m which is an adverse movement of £0.229m from P4, current no of placements is 7
Head of Service - Children & Families	1,250	1,263	13	Outwith the threshold for reporting
Quality Improvement	0	0	0	**Employee Costs -** Projected online **Transports costs -** Projected underspend of £0.008m, No movement from P4 **Community Packages - Projected underspend o**f £0.007m, no movement from P4. Currently 90 Community Packages on establishment list **Direct Payments -** Projected underspend £0.033m, which is a favourable movement of £0.003m from P4 Current no of packages is 37 **Children's Residential Placements -** Projected underspend £0.310m, No movement from P4. Currently 7 Residential Placements.
Justice Services	2,427	2,427	0	Outwith the threshold for reporting
Universal Early Years	3,522	3,524	2	Outwith the threshold for reporting
Lead Partnership NHS Children's Services	426	426	0	Outwith the threshold for reporting
PRIMARY CARE	49,510	49,510	0	Outwith the threshold for reporting
ALLIED HEALTH PROFESSIONALS	6,971	6,832	(139)	Underpsend on non employee costs
MANAGEMENT AND SUPPORT	11,090	10,519	(571)	Underspend in relation to the unscheduled care funding and an over recovery of payroll turnover.
TOTAL OUTTURN ON A MANAGED BASIS	**264,433**	**264,557**	**124**	

Threshold for reporting is + or - £50,000

North Ayrshire Health and Social Care Partnership

2021/22 Savings

Savings reference number	#	Description	Approved Saving 2021/22 £
Children, Families and Justice Services			
SP/HSCP/20/1	1	Children and Young People - External Residential Placements	450,000
SP/HSCP/20/4	2	Adoption Allowances	66,000
SP/HSCP/20/19	3	Fostering - reduce external placements.	36,000
SP/HSCP/20/5	4	Community Support - Children's Care Packages	8,000
TBC A	5	Locality Based teams	
TBC B	6	Childrens Rosayln House	
NACSTA4030	7	Fostering Short Breaks	
TBC C	8	Unaccompanied asylum children - to be confirmed	
TBC D	9	The Promise	
Mental Health			
TBC E	10	Integration of LD/MH Teams	50,000
SP-HSCP-20-9	11	Learning Disability Day Services	88,000
SP-HSCP-20-14	12	Mental Health - Flexible Intervention Service	8,000
TBC F	13	Rehab Model/ Stepdown from woodland view	
TBC G	14	Perinatal Mental Health model	
TBC H	15	Unschedule Care hub	
TBC I	16	LD Adult Respite Delivery at Red Rose House	
TBC J	17	Community MDT Model	
TBC K	18	ACORN busines model	
NAC/4168	19	Self Harm Project	
NAC/4185	20	Peer Support	
NAC/4257	21	IPA (Employment)	
TBC L	22	Elderly Mental Health Phase 3	
Health and Community Care			
TBC M	23	Care Homes	500,000
TBC N	24	TEC Solutions	150,000
SP/HSCP/20/17	25	Care at Home - Reablement Investment	300,000
TBC O	26	Care at Home - Review	135,000
SP/HSCP/20/20	27	Day Centres - Older People	50,000
SP/HSCP/20/21	28	Charging Policy - Montrose House	50,000
TBC P	29	Community elderly MH Team Model	
TBC Q	30	NHS Beds Complex Care MH Beds	
TBC R	31	Pallative care and EOL business case	
TBC S	32	develop care at home minimum dataset	
TBC T	33	Occupational Therapy Review	
TBC U	34	Analogue to digital	
Partnership Wide			
TBC V	35	Supported acc models - NAC housing/ Sleepover/ outreach model	204,000
TBC W	36	Complex Care Model - Independent living change fund	
TBC X	37	Adult Complex care model - CM2000	
TBC Y	38	Payroll Turnover Inflation	57,000
TBC Z	39	Review of Admisinistrative Systems and Processes	150,000
SP/HSCP/20/22	40	Transport	50,000
TBC AA	41	Charging Policy - Inflationary Increase	50,000
TBC AB	42	North Payroll Turnover Inflation	10,000
TBC AC	43	North Elderly Mental Health inpatients (lead partnership)	116,000
TBC AD	44	HSCP Challenge Fund - invest to save	
TBC AE	45	Transitions	
TBC AF	46	Caring for Ayrshire prioritisation list	
TBC AG	47	SDS/ Carers Review	
TBC AH	48	Adult Review of Social Care	

| | **Total** | | **2,528,000** |

Savings ref number	Description	Deliverability Status at budget setting	Approved Saving 2021/22 £m	Deliverability Status Month 6	Saving Delivered @ Month 6 £m	Projected to Deliver during Year £m	Projected Shortfall £m	Comment
Children, Families & Criminal Justice								
1	Children and Young People - External Residential Placements	Green	0.450	Red	-	-	0.450	Currently projecting an overspend. Focus session arranged.
2	Adoption Allowances	Green	0.066	Red	-	-	0.066	Currently projecting an overspend.
3	Fostering - Reduce external placements	Green	0.036	Red	-	-	0.036	Currently projecting an overspend.
4	Community Support - Children's Care Packages	Green	0.008	Blue	0.008	-	-	Achieved
Mental Health and LD Services								
5	Integration of LD/ MH Teams	Green	0.050	Blue	0.050	-	-	Achieved
6	Learning Disability Day Services	Green	0.088	Red	-	-	0.088	Delayed due to Covid-19
7	Mental Health - Flexible Intervention Service	Green	0.008	Blue	0.008	-	-	Achieved
Health and Community Care								
8	Care Homes	Green	0.500	Green	0.250	0.250	-	Small overspend projected - covid funding re delayed discharges.
9	TEC Solutions	Green	0.150	Amber	-	0.150	-	Ability to make savings in this area whilst responding to the pandemic are limited.
10	Care at Home - Reablement Investment	Green	0.300	Amber	-	0.300	-	
11	Care at Home - Review	Green	0.135	Amber	-	0.135	-	
12	Day Centres - Older People	Green	0.050	Blue	0.050	-	-	Delayed due to Covid-19 but will be achieved due to vacant posts
13	Charging Policy - Montrose House	Green	0.050	Green	0.025	0.025	-	Will be achieved.
Whole System								
14	Payroll Turnover Inflation	Green	0.057	Green	0.029	0.028	-	Assumes month 4 - 12 matches the month 1 - 3 average.
15	Business Support Review	Green	0.150	Amber	0.120	-	0.030	Small shortfall but work continuing to identify further savings.
16	Suppprted Accomodation	Amber	0.204	Amber	-	0.204	-	Projected to be achieved but depends on the completion date and subsequent move in date.
17	Transport	Green	0.050	Blue	0.050	-	-	Achieved
18	Charging Policy - Inflationary Increase	Green	0.050	Blue	0.050	-	-	Achieved
TOTAL SOCIAL CARE SAVINGS			**2.402**		**0.640**	**1.092**	**0.670**	

Savings ref number	Description	Deliverability Status at budget setting	Approved Saving 2021/22 £m	Deliverability Status Month 6	Saving Delivered @ Month 6 £m	Projected to Deliver during Year £m	Projected Shortfall £m	Comment
19	Payroll Turnover Inflation	Green	0.010	Blue	0.010	0	0	Achieved
20	Elderly Mental Health inpatients (lead partnership)	Green	0.116	Blue	0.116	0	0	Achieved
TOTAL HEALTH SAVINGS			**0.126**		**0.126**	**0.000**	**0.000**	
TOTAL NORTH HSCP SAVINGS			**2.528**		**0.766**	**1.092**	**0.670**	

2021-22 Budget Reconciliation   Appendix D

COUNCIL	Period	Permanent or Temporary	£'m
Initial Approved Budget			100.065
Base budget adjustments	1		(0.053)
Resource Transfer	1	P	21.086
BSL Budget Correction	2	P	(0.005)
941 x CAH O365 Licences (6 months)	2	P	(0.017)
Summer Play Funding	4	T	0.042
Education Contribution - Roslin House	5	T	0.311
MH Investment – EM Funds	5	T	0.445
Computer Lines Budget Transfer WAN	6	P	(0.002)
£500 Payment reimburse other departments	6	T	(0.054)
Budget Reported at Month 6			**121.818**
HEALTH	**Period**	**Permanent or Temporary**	**£'m**
Initial Approved Budget			154.659
Resource Transfer			(21.086)
Month 10-12 Adjustments			18.437
Adjust for Non-recurring funding			(20.435)
Full Year effect of Part Year Reductions			(0.057)
RX Return to reserves (should have been non-recurring last year)			1.027
Additional 1.3% Uplift			1.324
RX Cres			(0.828)
REVISED 21-21 BUDGET			**133.041**
Anticipate Trauma Funding	3	P	0.375
Anticipate Vet 1st Point - North HSCP	3	T	0.105
Anticipate Nsais Funding	3	P	0.634
Podiatry Re-align	3	P	0.678
RX Uplift 21.22	3	P	0.756
RX Uplift 21.22 NR	3	P	0.396
DOAC REVERSAL DRUG-NORTH	3	P	0.100
Funding transfer to Acute (Medical Records)	3	P	(0.034)
Specialist Pharmacist in Substance Misuse	3	P	0.012
Public Health Outcomes Bundle	3	P	0.242
Training Grade Funding	3	P	(0.044)
District Nursing Funding	3	P	0.119
Respiratory Rapid Response	3	P	(0.078)
Hd56 Action 15 Tranche 1	3	P	1.180

Hd69 Mat & Neo Psychol Interv	3	P	0.123
Hd70 Perinatal & Infant MH	3	P	0.303
Hd7 MH Recovery and Renewal	3	T	2.393
Hd8 MH Support for Hosp Covid	3	T	0.103
North HSCP Covid Rmp3 M1-3	3	T	0.158
North HSCP Covid M1-3	3	T	0.034
Diabetes Prevention	4	T	0.040
Iona/Lewis Patient	4	T	(0.046)
North TEC contribution	4	T	(0.053)
ANP Allocation - MIN	4	T	0.020
Long Covid Funding	4	T	0.400
Covid-19 Service Funding North	4	T	0.283
Veterans 1st Point	4	T	0.028
Training Grade Funding	5	P	0.029
PCRS CRES	5	P	(0.044)
ADP Funding -Recurring	5	P	0.366
ADP Funding -Non-Recurring	5	T	0.744
Covid-19 Service Funding North	5	T	0.147
Training Grade Funding	6	P	0.001
Hd301-camhs Improve-ipcu	6	P	0.122
Hd302-camhs Improve-ihtt	6	P	0.148
Hd303-camhs Improve-ld, F & S	6	P	0.052
Hd304-camhs Improve-ooh U/care	6	P	0.086
Hd305-camhs Improve-liaison	6	P	0.129
Hd306-camhs Improve-neuro	6	P	0.226
Non-Fatal O'dose Fr East	6	T	0.053
Hd264-emerg Covid-eat Disorders	6	T	0.328
Community Store Funding to Sth	6	P	(0.017)
Covid-19 Service Funding North	6	T	0.082
Roundings	6	T	(0.002)
Budget Reported at Month 6			**143.718**
COMBINED BUDGET			**265.536**

Mobilisation Submission – Quarter 2

| **Quarterly Covid/Remobilisation Cost Analysis** | Please Insert HSCP Name | North Ayrshire HSCP | | | input cells | | | | | | | | | | |

Total Covid-19 Costs															
£000s	April	May	June	July	August	September	October	November	December	January	February	March	Revenue Total	Non-recurring	Recurring
Additional PPE	167	167	167	0	0	0	0	12	12	12	12	12	**562**	0	562
Additional Capacity in Community	81	81	139	182	149	149	144	237	237	237	237	237	**2,112**	2,112	0
Additional Equipment and Maintenance	0	0	0	0	0	19	0	0	0	0	0	0	**19**	19	0
Additional Staff Costs	40	42	154	172	131	146	151	151	151	151	151	151	**1,592**	1,592	0
Additional FHS Contractor Costs	6	9	8	7	7	10	10	10	10	10	10	10	108	108	0
Social Care Provider Sustainability Payments	422	422	422	163	143	157	165	45	45	45	45	45	**2,119**	2,119	0
Children and Family Services	18	18	18	18	18	18	445	79	79	79	79	79	**949**	949	0
Loss of Income	61	61	61	44	44	44	44	44	44	11	11	11	**480**	480	0
Other	0	0	0	25	6	49	6	6	6	6	6	6	118	118	0
Total Covid-19 Costs	**800**	**801**	**972**	**611**	**489**	**592**	**965**	**584**	**584**	**551**	**551**	**551**	8,059	7,497	562
Unachievable Savings	23	23	23	23	23	23	0	0	0	0	0	0	**138**	138	0
Offsetting Cost Reductions	0	0	0	0	0	0	0	0	0	0	0	0	**0**	0	0
Total Covid-19 Costs - HSCP - NHS	**823**	**824**	**995**	**634**	**512**	**615**	**965**	**584**	**584**	**551**	**551**	**551**	8,197	7,635	562
	-	-	-	-	-	-	-	-	-	-	-	-	8	7	1
Total Remobilisation Costs															
£000s	April	May	June	July	August	September	October	November	December	January	February	March	Revenue Total	Non-recurring	Recurring
Adult Social Care	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Reducing Delayed Discharge	0	0	0	19	19	19	19	19	19	19	19	19	170	170	0
Total Remobilisation Costs	**0**	**0**	**0**	**19**	**19**	**19**	**19**	**19**	**19**	**19**	**19**	**19**	170	170	0
	-	-	-	-	-	-	-	-	-	-	-	-			-
Total HSCP Costs	**823**	**824**	**995**	**653**	**531**	**634**	**984**	**603**	**603**	**570**	**570**	**570**	8,367	7,805	562

North Ayrshire Council Recovery and Renewal Fund Investments

Investment Priority Areas	Total Investment £m	Priority 1 £m	Priority 2 £m	Total £m	Other Funding Source £m
Support to Vulnerable Families, Citizens and Communities	*4.705*	*2.705*	*2.000*	*4.705*	
Community Asset Transfer Start Up Fund	**1.000**	1.000	-	**1.000**	
Community Investment Fund (CIF)	**3.000**	1.000	2.000	**3.000**	
Financial Insecurity Investment Fund	**0.705**	0.705	-	**0.705**	
Environmental Initiatives to Support a Green Recovery	*5.630*	*1.966*	*2.264*	*4.230*	*1.400*
Shewalton Solar Photovoltaic Farm Development	**5.280**	1.866	2.014	**3.880**	1.400
Participatory Budgeting – Crowd Funding Environmental Works	**0.350**	0.100	0.250	**0.350**	
Investment in Physical Infrastructure and Open Spaces	*31.345*	*3.884*	*0.150*	*4.034*	*27.311*
Coastal Playpark Improvements	**0.500**	0.500	-	**0.500**	
Parks Improvement Works	**0.150**	0.150	-	**0.150**	
Street Furniture Improvement Programme	**0.250**	0.100	0.150	**0.250**	
Tourism Infrastructure Investment *	**0.445**	0.134	-	**0.134**	0.311
Levelling Up Fund – 10% Match **	**30.000**	3.000	-	**3.000**	27.000
Investment to Support the Economic Recovery	*1.330*	*1.000*	*0.330*	*1.330*	
Stimulating Start Up and Early Stage Business Growth	**1.000**	1.000	-	**1.000**	
Intermediate Labour Market Scheme	**0.330**	-	0.330	**0.330**	
Investment in Mental Health and Wellbeing	*0.454*	*0.445*	*-*	*0.445*	*0.009*
Delivery of a range of Community Based Mental Health and Wellbeing Supports	**0.454**	0.445	-	**0.445**	0.009
Investment Summary	**43.464**	**10.000**	**4.744**	**14.744**	**28.720**

* The application to the Rural Tourism Infrastructure Fund has been unsuccessful. These funds will be utilised towards investment in Parks Infrastructure and Street Furniture.

** Investment of up to £3.000m to support the successful B714 application to the Levelling Up Fund.

NORTH AYRSHIRE COUNCIL

30 November 2021

Cabinet

Title:	**Capital Programme Performance to 31 March 2022**

Purpose:	To advise Cabinet of progress in delivering the Capital Investment Programme for 2021/22.

Recommendation:	That Cabinet agrees to (a) approve the revisions to budgets outlined in the report; and (b) note (i) the General Services and HRA revised budgets at 30 September 2021; and (ii) the forecast expenditure to 31 March 2022.

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1. Executive Summary

1.1 The General Services Capital Investment Programme 2021/22 to 2030/31 was approved by Council on 4 March 2021. The Housing Revenue Account (HRA) Capital Investment Programme 2021/22 sits within the updated HRA Business Plan and was approved by Council on 16 December 2020.

1.2 This report identifies the current programme for 2021/22, taking account of adjustments made to the initial budgets. The report presents the revised budgets at 30 September 2021 and forecast expenditure to 31 March 2022.

1.3 At Period 6 the General Fund is forecasting a projected breakeven position against a revised budget of £59.653m. The HRA is forecasting a projected overspend of £0.417m against a revised budget of £50.729m, an improvement of (£0.067m) over that previously reported.

1.4 Within the General Fund, adjustments to funding have resulted in additions to the overall capital programme of £13.730m. Further reviews of individual project plans, including the impact of restrictions, has identified a number of adjustments to the current profiles. As a result, (£15.534m) has been reprofiled for delivery in 2022/23. This has been partly offset by the acceleration of £0.050m of anticipated expenditure from future years.

1.5 Within the HRA, a review of delivery timescales has identified a requirement to re-profile (£13.505m) of works for delivery in 2022/23 and beyond. This has been partly offset by the acceleration of £6.313m to 2021/22 from future years.

1.6 The major risk to the forecast position is the uncertainty around the impact of the Covid-19 pandemic and the EU withdrawal on contractors and the cost of materials. Any significant increase in cost during the tendering phase will have a negative impact on the deliverability of both the General Fund and HRA capital programmes for 2021/22 and beyond.

2. Background

General Fund

2.1 The following table outlines the movements in the 2021/22 General Services budget:

	2021/22 £m
Budget as at 31 July 2021	61.407
a) Changes to Funding	0.700
b) Other Revisions to the Programme	13.030
Revised Budget	75.137
c) Alterations to phasing of projects:- 2021/22 to 2022/23 2022/23 to 2021/22	(15.534) 0.050
Budget as at 30 September 2021	59.653

2.2 (a) Changes to Funding

The capital programme has been updated to reflect the following changes to funding:

Funding Body	Amount	Project
Scottish Government	£0.118m	Renewal of Play Parks
	£0.166m	Nature Restoration Fund
Crown Estate	£0.119m	Millport Town Hall Regeneration
Scottish Enterprise	£0.150m	Lochshore Garnock Hub
SPT	£0.100m	Bus Route Congestion Measures
	£0.100m	Pennyburn Roundabout Bus Lane
SUSTRANS	(£0.053m)	Access Paths - downturn of grant
Total	**£0.700m**	

2.3 (b) Other Revisions to the Programme

The programme has been updated to include an additional investment of £14.300m in Prudential Borrowing in relation to infrastructure to support the Ardrossan North Shore development, approved at Council on 8 September 2021, and additional CFCR of £0.005m in relation to West Kilbride Early Years. This has been partly offset by accounting adjustments of £1.275m in relation to the transfer of land assets from the former Ardrossan North Shore Joint Venture.

Funding Body	Amount	Project
Prudential Borrowing	£14.300m	Ardrossan North Shore
	(£1.275m)	Ardrossan North Shore - accounting adjustment
CFCR	£0.005m	West Kilbride Early Years
Total	**£13.030m**	

2.4   (c) Alterations to the Phasing of Projects

A review of individual project plans has identified a requirement to re-profile a further £15.534m of works for delivery in 2022/23 and beyond. This includes the re-profiling of the additional Ardrossan North Shore investment and an adjustment to the corporate phasing adjustment reflecting the degree of uncertainty in the total expenditure projections:

Service	Amount	Project
Communities	(£0.164m)	Early Years Programme
	(£0.136m)	Marress House
	(£0.332m)	Moor Park Primary School
	(£0.071m)	Abbey Tower
	(£0.703m)	
Chief Executive	(£14.300m)	Ardrossan North Shore
	(£0.127m)	ICT Investment
	(£0.390m)	Lan / WiFi Programme
	(£14.817m)	
Place	(£0.500m)	HOME
	(£0.160m)	Auchenharvie Academy Lifecycle Investment
	(£0.158m)	Emergency Control Centre
	(£0.150m)	Garnock Hub
	(£0.115m)	St John Ogilvie Primary Lifecycle Investment
	(£0.091m)	Main Street Kilbirnie
	(£0.080m)	BUILD
	(£0.025m)	Other minor adjustments
	(£1.279m)	
Corporate	£1.265m	Uncertainty / Sensitivity Adjustment
	£1.265m	
Total	**(£15.534m)**	

This has been partly offset by the acceleration of £0.050m as follows:

Service	Amount	Project
Place	£0.050m	Ardeer Primary Lifecycle Investment
Total	**£0.050m**	

2.5 These adjustments have resulted in a revised 2021/22 budget at 30 September 2021 of £59.653m.

2.6 The following graph illustrates the movement in each programme on a service basis compared to the revised programme:
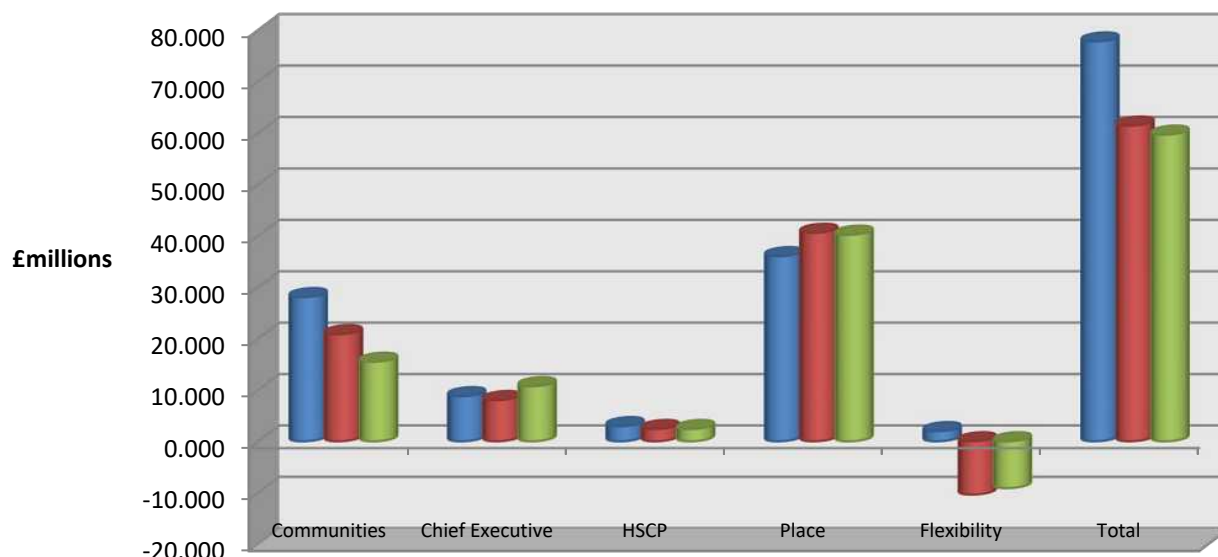
Approved Programme	28.058	8.779	2.939	36.019	1.967	77.762
Programme @ P4	20.832	8.013	2.380	40.561	(10.379)	61.407
Programme @ P6	15.476	10.721	2.380	40.190	(9.114)	59.653
Movement	(12.582)	1.942	(0.559)	4.171	(11.081)	(18.109)

2.7 The impact on budgeted funding, elements of which are related to the profile of expenditure reported above, is a reduction of £1.754m from the revised budget, including:

Category	Amount	Comments
Capital Grants	£0.607m	Rephased and additional specific grants
CFCR	(£0.005m)	West Kilbride Early Learning
Capital Receipts	(£0.300m)	Rephased capital receipts
Other Grants	(£0.417m)	Rephased and additional contributions
Borrowing	£1.869m	Reduction aligned to projected expenditure
Total	**£1.754m**	

2.8 Projected Capital Expenditure to 31 March 2022

The projections are summarised by service in the following table:

	Revised Budget 2021/22	Budget Revisions	Carry Forwards and Adjustments	Revised Budget 2021/22	Projected Expenditure / Income to 31 March 2022	Projected Variance Over / (Under)
	£000's	£000's	£000's	£000's	£000's	£000's
Expenditure						
Communities	20,832	(4,653)	(703)	15,476	15,476	-
Chief Executive	8,013	17,525	(14,817)	10,721	10,721	-
Health and Social Care Partnership	2,380	-	-	2,380	2,380	-
Place	40,561	858	(1,229)	40,190	40,190	-
Other including Flexibility	(10,379)	-	1,265	(9,114)	(9,114)	-
Total Expenditure	61,407	13,730	(15,484)	59,653	59,653	-
Income						
General Capital Grant	1,301	-	-	1,301	1,301	-
Specific Capital Grant	(17,669)	(284)	891	(17,062)	(17,062)	-
Use of Reserve Funds	(4,935)	-	-	(4,935)	(4,935)	-
Capital Funded from Current Revenue	(157)	(5)	-	(162)	(162)	-
Capital Receipts	(5,114)	-	(300)	(5,414)	(5,414)	-
Other Grants & Contributions	(4,605)	(417)	-	(5,022)	(5,022)	-
Prudential Borrowing	(30,228)	(13,024)	14,893	(28,359)	(28,359)	-
Total Income	(61,407)	(13,730)	15,484	(59,653)	(59,653)	-

Information on the progress of all projects can be found in Appendix 1.

2.9 Areas of cost risk have been identified as a consequence of the Covid-19 pandemic and the EU withdrawal which will likely result in increased contractor and material costs. These risks will only be quantified as the individual tendering exercises are completed. Any impact on the costs of the programme will be monitored and reported to Cabinet as appropriate.

Housing Revenue Account

2.10 The following table outlines the movements in the 2021/22 HRA Capital budget:

	2020/21 £m
Budget as at 31 July 2021	57.921
a) Alterations to phasing of projects:-	
2021/22 to 2022/23	(13.505)
2022/23 to 2021/22	6.313
Budget as at 30 September 2021	50.729

2.11 (a) Alterations to the Phasing of Projects

A review of the timescale for delivery of capital projects has identified a requirement to re-profile £13.505m of works for delivery in 2022/23 and beyond, including:

Category	Amount	Project
New Builds	(£3.950m)	Redevelopment
	(£2.487m)	Garnock Academy Site
	(£1.450m)	Caley Court
	(£0.508m)	Largs Police Station
	(£0.353m)	St Colms
	(£0.344m)	Harbourside Irvine
	(£0.050m)	Ayrshire Central Site
	(£9.142m)	
Improvements	(£1.015m)	Sheltered Housing Units
	(£0.522m)	Window Replacement - Saltcoats High Flats
	(£1.537m)	
Refurbishments	(£0.101m)	Friars Lawn
	(£0.101m)	
Other	(£1.222m)	Detection Equipment
	(£1.000m)	Estate Based Regeneration
	(£0.296m)	Nelson Street
	(£0.207m)	Health and Safety Works
	(£2.725m)	
Total	**(£13.505m)**	

This has been partly offset by the acceleration of £6.313m of projects for delivery during 2021/22, including:

Category	Amount	Project
New Builds	£3.950m	Corsehillhead
	£0.495m	Flatt Road Phase 1
	£0.458m	James McFarlane ASN Site
	£0.235m	St Michaels Wynd
	£5.138m	
Refurbishments	£0.150m	Connel Court
	£0.025m	High Flats Irvine
	£0.175m	
Other	£1.000m	Other Capital Works
	£1.000m	
Total	**£6.313m**	

2.12 These adjustments have resulted in a revised 2021/22 budget at 30 September 2021 of £50.729m.

2.13 The impact on budgeted funding is a reduction of £7.192m from the revised, including:

Category	Amount	Comments
Use of Reserves	£6.604m	Reduced draw on Energy and Sustainability reserves
CFCR	(£0.003m)	Minor adjustments
Borrowing	£0.591m	Reduction aligned to projected expenditure
Total	**£7.192m**	

2.14 Projected Capital Expenditure to 31 March 2022

The projections are summarised in the following table:

	Revised Budget 2021/22	Carry Forwards and Adjustments	**Revised Budget 2021/22**	Projected Expenditure / Income to 31 March 2022	Projected Variance Over / (Under)
Service	£000's	£000's	**£000's**	£000's	£000's
Expenditure					
Housing Revenue Account	57,921	(7,192)	**50,729**	51,146	417
Total Expenditure	57,921	(7,192)	**50,729**	51,146	417
Income					
CFCR	(10,596)	(3)	**(10,599)**	(10,599)	-
Capital Grants	(13,784)		**(13,784)**	(13,784)	-
Use of Reserves	(6,604)	6,604	**-**	-	-
Affordable Housing Contribution	(1,795)		**(1,795)**	(1,795)	-
Prudential Borrowing	(25,142)	591	**(24,551)**	(24,968)	(417)
Total Income	(57,921)	7,192	**(50,729)**	(51,146)	(417)

2.15 A variance of £0.417m is projected within the HRA capital programme for 2021/22 arising from overspends across a number of projects, including:

Project	Variance	Comments
Dalrymple Place	£0.127m	Scottish Water/consultancy issues
Springvale Saltcoats	£0.092m	Additional asbestos and grouting works
Towerlands	£0.070m	Due for completion winter 2021
Brathwic Terrace	£0.059m	Due for completion winter 2021
St Beya Millport	£0.054m	Completed - minor overspend projected
Watt Road	£0.045m	Completed - minor overspend projected
Total	**£0.447m**	

These have been partly offset by a projected underspend of (£0.030m) on the acquisition of houses on the open market.

2.16 Further cost risk resulting from the impact of Covid-19 and the EU withdrawal continue to be monitored and a review of the potential impact on the Business Plan and Capital Programme will be undertaken to address any additional cost pressures. Further information on the progress of all projects can be found in Appendix 2.

3.   Proposals

3.1 That Cabinet agrees to (a) approve the revisions to budgets outlined in the report; and (b) note (i) the General Services and HRA revised budgets at 30 September 2021; and (ii) the forecast expenditure to 31 March 2022.

4.   Implications/Socio-economic Duty

Financial

4.1 The financial implications are as outlined in the report. Expenditure will continue to be closely monitored to ensure early action is taken regarding any projected underspends or overspends.

Human Resources

4.2 None.

Legal

4.3 None.

Equality/Socio-economic

4.4 None.

Environmental and Sustainability

4.5 None.

Key Priorities

4.6 This report directly supports the Council Plan 2019 to 2024 by maximising resources and providing value for money to support financially sustainable delivery models.

Community Wealth Building

4.7 None.

5. Consultation

5.1 Progress as outlined in this report has been approved by Executive Directors.

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Mark Boyd
Head of Service (Finance)

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For further information please contact **David Forbes, Senior Manager (Strategic Business Partner),** on **01294 324551**.

Background Papers
Capital Programme Performance to 31 March 2022 – Cabinet, 28 September 2021

North Ayrshire Council Capital Statement 2021/22
Year Ended 31st March 2022

Project Description	TOTAL PROJECT				CURRENT YEAR 2021/22								
	Total Project Budget	Cumulative Expenditure to date	Total Project Forecast	Projected Over/ (Under) Spend	Total Revised Budget 2021/22	Brought / Carry Forward to 2022/23	Total Revised Budget 2021/22	Year to Date Budget 2021/22	Actual Expenditure to 30 September 2021	Year to date Variance 2021/22	Projected Expenditure to 31st March 2022	Actual Over/ (Under) Spend for 2021/22	True Over/ (Under) Spend
	£	£	£	£	£	£	£	£	£	£	£	£	£
EXPENDITURE													
Communities													
Nursery Education	15,726,489	11,755,221	15,726,489	0	4,803,594	(299,821)	4,503,773	2,039,976	1,631,474	(408,502)	4,503,773	0	0
Primary Schools	25,319,443	1,582,249	25,319,443	0	5,200,697	(332,053)	4,868,644	1,123,889	1,088,349	(35,540)	4,868,644	0	0
Secondary Schools	68,365,744	2,132,341	68,365,744	0	2,705,803	0	2,705,803	199,264	114,110	(85,154)	2,705,803	0	0
Special Education	25,603,692	24,464,873	25,603,692	0	3,282,184	0	3,282,184	0	2,143,365	2,143,365	3,282,184	0	0
Information & Culture	133,248	12,788	133,248	0	126,685	(70,900)	55,785	0	6,225	6,225	55,785	0	0
Completed Projects	87,826,685	87,747,768	87,826,685	0	59,561	0	59,561	0	(19,356)	(19,356)	59,561	0	0
SUB TOTAL	**222,975,300**	**127,695,240**	**222,975,300**	**0**	**16,178,524**	**(702,774)**	**15,475,750**	**3,363,129**	**4,964,167**	**1,601,038**	**15,475,750**	**0**	**0**
Chief Executive													
Council IT Strategy	9,434,256	1,000,971	9,434,256	0	3,555,980	(517,384)	3,038,596	788,808	362,495	(426,313)	3,038,596	0	0
Ayrshire Growth Deal	57,280,000	647,093	57,280,000	0	1,290,488	0	1,290,488	232,067	216,324	(15,743)	1,290,488	0	0
Other Growth & Investment	38,337,836	2,279,039	38,337,836	0	20,691,904	(14,300,000)	6,391,904	167,436	282,580	115,144	6,391,904	0	0
SUB TOTAL	**105,052,091**	**3,927,104**	**105,052,091**	**0**	**25,538,372**	**(14,817,384)**	**10,720,988**	**1,188,311**	**861,399**	**(326,912)**	**10,720,988**	**0**	**0**
Health & Social Care													
Management & Support	2,050,596	736,633	2,050,596	0	417,312	0	417,312	283,674	260,884	(22,790)	417,312	0	0
Housing Non HRA	745,185	242,217	745,185	0	745,185	0	745,185	0	242,217	242,217	745,185	0	0
Adults	5,479,640	5,419,012	5,479,640	0	67,399	0	67,399	0	6,770	6,770	67,399	0	0
Young People	5,720,000	5,074,671	5,720,000	0	1,150,561	0	1,150,561	0	505,231	505,231	1,150,561	0	0
SUB TOTAL	**13,995,422**	**11,472,532**	**13,995,422**	**0**	**2,380,457**	**0**	**2,380,457**	**283,674**	**1,015,103**	**731,429**	**2,380,457**	**0**	**0**
Place													
Roads	59,244,081	18,374,617	59,244,081	0	18,027,015	0	18,027,015	9,541,489	8,031,357	(1,510,132)	18,027,015	0	0
Streetscene	6,629,997	1,291,797	6,629,997	0	524,899	(9,370)	515,529	0	18,093	18,093	515,529	0	0
Transport	1,901,015	361,505	1,901,015	0	1,832,543	0	1,832,543	383,598	293,033	(90,565)	1,832,543	0	0
Waste Services	14,689,343	14,533,738	14,689,343	0	0	0	0	0	(5,605)	(5,605)	0	0	0
Renewable Energy	7,888,001	931,735	7,888,001	0	4,654,744	0	4,654,744	0	(45,521)	(45,521)	4,654,744	0	0
Office Accommodation	1,548,527	412,555	1,548,527	0	1,548,527	(224,806)	1,323,721	112,038	412,555	300,517	1,323,721	0	0
Other Property	5,477,637	223,491	5,477,637	0	1,783,276	(738,000)	1,045,276	74,300	106,306	32,006	1,045,276	0	0
Other Housing	74,528	21,000	74,528	0	53,528	0	53,528	0	39,105	39,105	53,528	0	0
Regeneration	29,468,773	15,370,892	29,468,773	0	12,953,805	(257,025)	12,696,780	24,878	2,302,583	2,277,705	12,696,780	0	0
Completed Projects	18,440,874	18,325,285	18,440,874	0	40,646	0	40,646	0	(74,943)	(74,943)	40,646	0	0
SUB TOTAL	**145,362,776**	**69,846,616**	**145,362,776**	**0**	**41,418,983**	**(1,229,201)**	**40,189,782**	**10,136,303**	**11,076,963**	**940,660**	**40,189,782**	**0**	**0**
Other													
Other	6,965,358	0	6,965,358	0	2,003,233		2,003,233	0	0	0	2,003,233	0	0
SUB TOTAL	**6,965,358**	**0**	**6,965,358**	**0**	**2,003,233**		**2,003,233**	**0**	**0**	**0**	**2,003,233**	**0**	**0**
Uncertainty / Sensitivity Adjustment*						(11,117,467)	(11,117,467)				(11,117,467)		
Total Project Expenditure	**494,350,947**	**212,941,493**	**494,350,947**	**0**	**87,519,569**	**(27,866,826)**	**59,652,743**	**14,971,417**	**17,917,631**	**2,946,214**	**59,652,743**	**0**	**0**
Total Project Income					**(87,519,569)**	**27,866,826**	**(59,652,743)**	**(11,705,891)**	**(11,705,891)**	**0**	**(59,652,743)**	**0**	**0**
Total Net Expenditure					**0**	**0**	**0**	**3,265,526**	**6,211,740**	**2,946,214**	**0**	**0**	**0**

* Sensitivity adjustment of 10% or 25% based on source and reliability of expenditure projections

The following classifications have been used to highlight financial performance against budget

On Target (+0.5% of budget)

Slightly off target (+ 0.5% to 2% of budget, or £0.125m, whichever is less)

Significantly off target (+2% or more of budget, or £0.500m, whichever is less)

The following classifications have been used to highlight delivery performance against original timescales set

On Target (up to 5% delay of original timescales)

Slightly off target (+ 5% to 10% of original timescales)

Significantly off target (+10% or more of original timescales)

Capital Programme Funding 2021/22

Funding Description	21/22 Budget at Capital Refresh Mar 2021 £	Carry Forward from 2020/21 £	Changes after Capital Refresh Mar 2021 £	Approved budget at Period 1 used as revised starting point 2021/22 £	Total Changes in Year £	Changes at Capital Refresh Mar 2022	Revised Budget 21/22 £	Actual Income to 30 September 2021 £	Projected Income to 31st March 2022 £	Variance £
CAPITAL BORROWING										
Prudential Borrowing	49,572,342	3,399,215	374,362	53,345,919	2,908,423		56,254,342		39,476,691	(16,777,651)
SUB TOTAL	49,572,342	3,399,215	374,362	53,345,919	2,908,423	0	56,254,342	0	39,476,691	(16,777,651)
SCOTTISH GOVERNMENT FUNDING										
Specific Capital Grants										
Early Learning & Childcare	3,838,325	537,501	11,746	4,387,572	0		4,387,572	4,384,203	4,223,319	(164,253)
Cycling / Walking /Safer Streets	1,061,787	(170,566)	159,794	1,051,015	(401,015)		650,000	(133,985)	650,000	0
Vacant & Derelict Land Funding	1,163,183	1,018,126	924,369	3,105,678	317,074		3,422,752	3,306,457	3,315,992	(106,760)
UK Government Grant - AGD	3,003,572			3,003,572	0		3,003,572	0	3,003,572	0
Lochshore - Garnock Community Visitor Hub	1,460,000		319,000	1,779,000	0		1,779,000	1,779,000	1,779,000	0
Town Centre Regeneration	100,000	489,267	893,283	1,482,550	0		1,482,550	1,482,549	1,482,550	0
Stevenston Beach Hub				0	130,000		130,000	0	130,000	0
Millport Town Hall Regeneration				0	1,500,000		1,500,000	0	1,500,000	0
Place Based Investment Programme					640,000		640,000	1,260,000	640,000	0
Renewal of Play Parks					118,000		118,000	0	118,000	0
Nature Restoration Fund					166,000		166,000	0	166,000	0
Gypsy/Traveller Sites		53,528		53,528	0		53,528	53,528	53,528	0
Capital Grants										
Flooding	(11,128,000)			(11,128,000)	0		(11,128,000)	0	(11,128,000)	0
General Capital Grant	9,827,000			9,827,000	0		9,827,000	(1,301,000)	9,827,000	
SUB TOTAL	9,325,867	1,927,856	2,308,192	13,561,915	2,470,059	0	16,031,974	10,830,753	15,760,961	(271,013)
OTHER INCOME TO PROGRAMME										
Use of Funds :-										
Capital Fund	4,855,904	0	0	4,855,904	0	0	4,855,904	0	4,855,904	0
Change & Service Redesign Fund	0	47,058	31,789	78,847	0	0	78,847	0	78,847	0
CFCR	949,239	0	(232,239)	717,000	(555,000)	0	162,000	162,000	162,000	0
Grants & Contributions	1,182,421	646,555	806,814	2,635,790	2,385,970	0	5,021,760	422,037	5,021,760	0
Capital Receipts	4,905,642	208,000	0	5,113,642	1,100	0	5,114,742	291,101	5,414,047	299,305
SUB TOTAL	11,893,206	901,613	606,364	13,401,183	1,832,070	0	15,233,253	875,138	15,532,558	299,305
TOTAL CAPITAL PROGRAMME FUNDING	70,791,415	6,228,684	3,288,918	80,309,017	7,210,552	0	87,519,569	11,705,891	70,770,210	(16,749,359)

COMMUNITIES

Project Description	TOTAL PROJECT				2021/22 BUDGETS								COMPLETION DATES			DELIVERY STATUS		Comments
	Total Project Budget	Cumulative Expenditure to date	Total Project Forecast	Projected Over/ (Under) Spend	Total Revised Budget 2021/22	Year to Date Budget 2021/22	Actual Expenditure to 30 September 2021	Year to date Variance 2021/22	Projected Expenditure to 31 March 2022	Actual Over/ (Under) Spend for 21/22	True Over/(Under) Spend	Brought / Carry Forward to 2022/23	Original Target	Revised Forecast	Current Project Stage	Delivery Status Financial	Delivery Status Physical	
	£	£	£	£	£	£	£	£	£	£	£	£						
Nursery Education																		
Early Years Programme																		
EARLY LEARNING & CHILDCARE FUTURE PROJECTS	329,638	4,073	329,638	0	325,565	0	0	0	325,565	0		0	Future Projects	Future Projects	Future Projects	On Target	On Target	Budget to be moved to individual projects once costed and approved. Anticipated that the overall funding will be required to deliver all ELC Projects
ST BRIDGETS EARLY YEARS	768,600	700,205	768,600	0	483,029	406,987	414,634	7,647	483,029	0		0	Complete	Complete	Complete	On Target	On Target	
SPRINGSIDE EARLY YEARS	562,635	547,543	562,635	0	3,378	3,034	(11,714)	(14,748)	3,378	0		0	Complete	Complete	Complete	On Target	On Target	
KILMORY EARLY YEARS	55,978	27,523	55,978	0	29,688	0	1,233	1,233	1,202	(28,486)		(28,486)	31-Oct-21	15-Aug-22	Pre Tender	On Target	Significantly off target	Issues sourcing island accommodation, ferry slots & sub-contractors
ST PETERS EARLY YEARS	1,209,381	1,183,621	1,209,381	0	32,110	4,692	6,350	1,658	32,110	0		0	Complete	Complete	Complete	On Target	On Target	
ST JOHN OGILVIE EARLY YEARS	177,784	173,651	177,784	0	18,435	0	14,302	14,302	18,435	0		0	Complete	Complete	Complete	On Target	On Target	
MAYFIELD PS EARLY YEARS	223,368	191,437	223,368	0	213,269	179,000	181,338	2,338	213,269	0		0	13-Aug-21	13-Aug-21	Construction	On Target	On Target	
BEITH PS EARLY YEARS	341,117	321,437	341,117	0	279,625	250,948	259,945	8,997	279,625	0		0	Complete	Complete	Complete	On Target	On Target	
SKELMORLIE PS EARLY YEARS	363,396	263,615	363,396	0	334,729	271,955	234,948	(37,007)	334,729	0		0	Complete	Complete	Complete	On Target	On Target	
WEST KILBRIDE EARLY EARLY YEARS	220,885	210,450	220,885	0	89,103	81,387	78,667	(2,720)	89,103	0		0	Complete	Complete	Complete	On Target	On Target	
GATESIDE EARLY YEARS	416,299	393,574	416,299	0	23,418	0	693	693	23,418	0		0	Complete	Complete	Complete	On Target	On Target	
GARNOCK CAMPUS EARLY YEARS	58,712	58,190	58,712	0	2,110	0	1,588	1,588	2,110	0		0	Complete	Complete	Complete	On Target	On Target	
FAIRLIE EARLY YEARS	199,624	44,355	199,624	0	185,504	148,888	30,235	(118,653)	185,504	0		0	15-Aug-21	15-Aug-21	Construction	On Target	On Target	
ELDERBANK EARLY YEARS	28,849	18,039	28,849	0	28,374	13,564	17,564	4,000	28,374	0		0	Complete	Complete	Complete	On Target	On Target	
DREGHORN EARLY YEARS	104,428	14,002	104,428	0	102,328	0	11,902	11,902	102,328	0		0	Complete	Complete	Complete	On Target	On Target	
CUMBRAE EARLY YEARS	46,377	9,817	46,377	0	37,121	0	561	561	37,121	0		0	08-Aug-21	08-Aug-21	Construction	On Target	On Target	
LARGS CAMPUS EARLY YEARS	45,332	42,927	45,332	0	45,332	0	42,927	42,927	45,332	0		0	Complete	Complete	Complete	On Target	On Target	
MOORPARK EARLY YEARS	1,000	0	1,000	0	1,000	0	0	0	1,000	0		0	14-Aug-20	31-Mar-21	Removed	On Target	On Target	
PIRNMILL EARLY YEARS	51,755	1,296	51,755	0	51,755	0	1,296	1,296	1,387	(50,368)		(50,368)	31-Oct-21	15-Aug-22	Pre Tender	On Target	Significantly off target	Issues sourcing island accommodation, ferry slots & sub-contractors
SHISKINE EARLY YEARS	53,420	1,767	53,420	0	53,420	0	1,767	1,767	20,000	(33,420)		(33,420)	31-Oct-21	15-Aug-22	Pre Tender	On Target	Significantly off target	Issues sourcing island accommodation, ferry slots & sub-contractors
CORRIE EARLY YEARS	38,721	1,468	38,721	0	38,721	0	1,468	1,468	1,560	(37,161)		(37,161)	31-Oct-21	15-Aug-22	Pre Tender	On Target	Significantly off target	Issues sourcing island accommodation, ferry slots & sub-contractors
LAMLASH EARLY YEARS	15,000	0	15,000	0	15,000	0	0	0	182	(14,818)		(14,818)	31-Oct-21	15-Aug-22	Development	On Target	Significantly off target	Issues sourcing island accommodation, ferry slots & sub-contractors
MARRESS HOUSE	3,375,394	891,415	3,375,394	0	2,098,658	678,230	413,827	(264,403)	1,963,090	(135,568)		(135,568)	24-Apr-22	22-Jul-22	Construction	On Target	On Target	Project 10 weeks behind partly due to COVID 19 and partly due to variations to the scope of works
Completed Nursery Education																		
ARDEER EARLY YEARS	217,119	216,819	217,119	0	900	0	600	600	900	0		0	Complete	Complete	Complete	Complete	Complete	
ST JOHNS EARLY YEARS	283,930	283,930	283,930	0	600	0	600	600	600	0		0	Complete	Complete	Complete	Complete	Complete	
KILWINNING (PENNYBURN SCHOOL) EARLY YEARS	646,381	641,981	646,381	0	0	0	(4,400)	(4,400)	0	0		0	Complete	Complete	Complete	Complete	Complete	
CASTLEPARK EARLY YEARS	284,457	219,376	284,457	0	65,681	0	600	600	65,681	0		0	Complete	Complete	Complete	Complete	Complete	
LAWTHORN EARLY YEARS	200,360	196,980	200,360	0	668	0	(2,712)	(2,712)	668	0		0	Complete	Complete	Complete	Complete	Complete	
HAYOCKS EARLY YEARS	246,764	246,765	246,764	0	1,891	1,291	1,891	600	1,891	0		0	Complete	Complete	Complete	Complete	Complete	
WOODLANDS EARLY YEARS	182,146	181,546	182,146	0	1,200	0	600	600	1,200	0		0	Complete	Complete	Complete	Complete	Complete	
CORSEHILL EARLY YEARS	530,397	523,217	530,397	0	14,593	0	7,412	7,412	14,593	0		0	Complete	Complete	Complete	Complete	Complete	
CALEDONIA EARLY YEARS	257,009	249,821	257,009	0	5,103	0	(2,085)	(2,085)	5,103	0		0	Complete	Complete	Complete	Complete	Complete	
BLACKLANDS EARLY YEARS	204,437	204,144	204,437	0	113	0	(181)	(181)	113	0		0	Complete	Complete	Complete	Complete	Complete	
WINTON EARLY YEARS	5,290	5,108	5,290	0	182	0	0	0	182	0		0	Complete	Complete	Complete	Complete	Complete	
ST MARKS EARLY YEARS	350,497	350,497	350,497	0	600	0	600	600	600	0		0	Complete	Complete	Complete	Complete	Complete	
Other Nursery Education																		
ANNICK PRIMARY EXT - EARLY YRS PROVISION	3,201,415	2,906,042	3,201,415	0	220,391	0	(74,982)	(74,982)	220,391	0		0	Complete	Complete	Complete	On Target	On Target	
Total Nursery Education	**15,726,489**	**11,755,221**	**15,726,489**	**0**	**4,803,594**	**2,039,976**	**1,631,474**	**(408,502)**	**4,503,773**	**(299,821)**	**0**	**(299,821)**						
Primary Schools																		
MOORPARK PRIMARY	10,849,442	1,495,764	10,849,442	0	4,831,167	951,880	1,003,898	52,018	4,499,114	(332,053)		(332,053)	30-Sep-22	30-Sep-22	Construction	On Target	On Target	Asbestos and vandalism issues have caused a delay in the programme.
MONTGOMERIE PARK SCHOOL	14,470,000	86,484	14,470,000	0	369,530	172,009	84,451	(87,558)	369,530	0		0	12-Jul-23	12-Jul-23	Tender	On Target	On Target	
Total Primary Education	**25,319,443**	**1,582,249**	**25,319,443**	**0**	**5,200,697**	**1,123,889**	**1,088,349**	**(35,540)**	**4,868,644**	**(332,053)**	**0**	**(332,053)**						
Secondary Schools																		
KILWINNING LEARNING ENVIRONMENT	2,805,435	1,891,335	2,805,435	0	952,297	199,264	38,197	(161,067)	952,297	0		0	31-Aug-21	31-Aug-21	Construction	On Target	On Target	
AYRSHIRE COLLEGE PARTNERSHIP DEVELOPMENT	200,000	0	200,000	0	200,000	0	0	0	200,000	0		0	31-Mar-22	31-Mar-22	Future Years	On Target	On Target	
ARDROSSAN NEW BUILD	65,360,309	241,006	65,360,309	0	1,553,506	0	75,912	75,912	1,553,506	0		0	31-Dec-24	31-Dec-24	In Development	On Target	On Target	
Total Secondary Education	**68,365,744**	**2,132,341**	**68,365,744**	**0**	**2,705,803**	**199,264**	**114,110**	**(85,154)**	**2,705,803**	**0**	**0**	**0**						
Special Education																		
LOCKHART CAMPUS	25,603,692	24,464,873	25,603,692	0	3,282,184	0	2,143,365	2,143,365	3,282,184	0		0	21-May-21	11-Jun-21	Snagging	On Target	On Target	
Total Special Education	**25,603,692**	**24,464,873**	**25,603,692**	**0**	**3,282,184**	**0**	**2,143,365**	**2,143,365**	**3,282,184**	**0**	**0**	**0**						
Information & Culture																		
CASTLES & HISTORIC MONUMENTS	52,859	3,299	52,859	0	52,859	0	3,299	3,299	52,859	0		0	Holding Code	Holding Code	Holding Code	Holding Code	Holding Code	
ABBEY TOWER	80,389	9,489	80,389	0	73,826	0	2,926	2,926	2,926	(70,900)		(70,900)	On Hold	On Hold	Planning	On Hold	On Hold	Project on hold following an unsuccessful funding application to Historic Environment Scotland.
Total Information & Cultural	**133,248**	**12,788**	**133,248**	**0**	**126,685**	**0**	**6,225**	**6,225**	**55,785**	**(70,900)**	**0**	**(70,900)**						

COMMUNITIES

Project Description	TOTAL PROJECT				2021/22 BUDGETS								COMPLETION DATES		MILESTONE	DELIVERY STATUS		Comments
	Total Project Budget	Cumulative Expenditure to date	Total Project Forecast	Projected Over/ (Under) Spend	Total Revised Budget 2021/22	Year to Date Budget 2021/22	Actual Expenditure to 30 September 2021	Year to date Variance 2021/22	Projected Expenditure to 31 March 2022	Actual Over/ (Under) Spend for 21/22	True Over/(Under) Spend	Brought / Carry Forward to 2022/23	Original Target	Revised Forecast	Current Project Stage	Delivery Status Financial	Delivery Status Physical	
Completed Projects																		
LARGS ACADEMY	4,025,845	4,023,495	4,025,845	0	0	0	(2,350)	(2,350)	0	0		0	Complete	Complete	Complete	Complete	Complete	
GARNOCK CAMPUS	40,307,259	40,283,664	40,307,259	0	2,893	0	(20,702)	(20,702)	2,893	0		0	Complete	Complete	Complete	Complete	Complete	
AUCHENHARVIE SECONDARY ESTATE LEARNING ENVT	3,112,120	3,111,259	3,112,120	0	3,614	0	2,754	2,754	3,614	0		0	Complete	Complete	Complete	Complete	Complete	
IRVINE LEISURE CENTRE	22,190,976	22,138,864	22,190,976	0	53,054	0	942	942	53,054	0		0	Complete	Complete	Complete	Complete	Complete	
Total Completed Projects	**87,826,685**	**87,747,768**	**87,826,685**	**0**	**59,561**	**0**	**(19,356)**	**(19,356)**	**59,561**	**0**	**0**	**0**						
Total Communities	**222,975,300**	**127,695,240**	**222,975,300**	**0**	**16,178,524**	**3,363,129**	**4,964,167**	**1,601,038**	**15,475,750**	**(702,774)**	**0**	**(702,774)**						

CHIEF EXECUTIVE

Project Description	TOTAL PROJECT				2021/22 BUDGETS								COMPLETION DATES		MILESTONE	DELIVERY STATUS		Comments
	Total Project Budget	Cumulative Expenditure to date	Total Project Forecast	Projected Over/(Under) Spend	Total Revised Budget 2021/22	Year to Date Budget 2021/22	Actual Expenditure to 30 September 2021	Year to Date Variance 2021/22	Projected Expenditure to 31 March 2022	Actual Over/(Under) Spend for 21/22	True Over/(Under) Spend	Brought / Carry Forward to 2022/23	Original Target	Revised Forecast	Current Project Stage	Delivery Status Financial	Delivery Status Physical	
	£	£	£	£	£	£	£	£	£	£	£	£						
Council IT Strategy																		
SCHOOLS ICT INVESTMENT *	1,217,078	60,309	1,217,078	0	1,217,078	0	60,309	60,309	1,217,078	0		0	31-Mar-22	31-Mar-22	On-going	On Target	On Target	
ICT INVESTMENT FUND	3,540,386	405,347	3,540,386	0	547,384	100,000	2,145	(97,855)	420,000	(127,384)		(127,384)	31-Mar-26	31-Mar-26	On-going	On Target	On Target	Global chip shortages is resulting in long delays in the supply of ICT equipment
WAN	857,100	128,718	857,100	0	228,382	180,308	0	(180,308)	228,382	0		0	31-Mar-22	31-Jul-22	Implementation	On Target	On Target	
LAN/WiFi	2,673,000	240,576	2,673,000	0	1,153,582	345,000	221,159	(123,841)	763,582	(390,000)		(390,000)	30-Jun-22	31-Jul-22	Implementation	On Target	On Target	Global chip shortages is resulting in long delays in the supply of ICT equipment
TELEPHONY	1,146,693	166,021	1,146,693	0	409,554	163,500	78,883	(84,617)	409,554	0		0	30-Jun-22	31-Jul-22	Implementation	On Target	On Target	
Total IT Strategy	**9,434,256**	**1,000,971**	**9,434,256**	**0**	**3,555,980**	**788,808**	**362,495**	**(426,313)**	**3,038,596**	**(517,384)**	**0**	**(517,384)**						
Ayrshire Growth Deal																		
AYRSHIRE GROWTH DEAL	0	195,409	0	0	0	0	195,409	195,409	0	0		0	31-Mar-26	31-Mar-26		On Target	On Target	
AGD - I3 DIGILAB PHASE 1	881,282	3,000	881,282	0	0	0	3,000	3,000	0	0		0	31-Mar-26	31-Mar-26	Design	On Target	On Target	Projection reflects profile of budget across years, in line with PMO reporting, potential spend to be confirmed over next 2-3 months - may require acceleration.
AGD - I3 DIGILAB PHASE 2	5,118,718	103,795	5,118,718	0	105,261	0	0	0	105,261	0		0	31-Mar-26	31-Mar-26	Design	On Target	On Target	Estimated staff costs for the year for project development
AGD - I3 FLEXIBLE BUSINESS SPACE	13,500,000	116,518	13,500,000	0	383,000	91,752	12	(91,740)	383,000	0		0	31-Mar-26	31-Mar-26	Multiple Projects	On Target	On Target	Projection reflects updated profile of programme across the years, in line with PMO reporting
AGD - HUNTERSTON - CENTRE OF LOW CARBON ENERGY & CIRCULAR ECONOMY	15,530,000	88,707	15,530,000	0	415,000	124,026	0	(124,026)	415,000	0		0	31-Mar-26	31-Mar-26	Multiple Projects	On Target	On Target	Projection to bring profile of budget in line with updated business case submitted to AGD PMO
AGD - IRVINE HARBOURSIDE ARDEER (THE GREAT HARBOUR)	13,999,999	139,664	13,999,999	0	238,772	15,000	8,594	(6,407)	238,772	0		0	31-Mar-26	31-Mar-26	Multiple Projects	On Target	On Target	Updated to reflect estimated costs at this stage. Design team being procured, further spend will become clearer over next 2-3 months.
AGD - ARDROSSAN (IMSE)	250,000		250,000	0	62,000	0	0	0	62,000	0		0	31-Mar-27	31-Mar-27	Design	On Target	On Targest	Projection to bring profile of budget in line with updated business case submitted to AGD PMO
AGD - MARINE TOURISM	7,994,150		7,994,150	0	86,455	1,289	9,309	8,020	86,455	0		0	31-Mar-26	31-Mar-26	Design	On Target	On Target	Project design being reassessed, currently do not expect significant spend in 2122, beyond design costs.
AGD - MARINE TOURISM CUMBRAE	5,850		5,850	0	0	0	0	0	0	0		0	31-Mar-29	31-Mar-29	Design	On Target	On Target	
Total Ayrshire Growth Deal	**57,280,000**	**647,093**	**57,280,000**	**0**	**1,290,488**	**232,067**	**216,324**	**(15,743)**	**1,290,488**	**0**	**0**	**0**						
Growth & Investment																		
ARDROSSAN HARBOUR INTERCHANGE	4,377,111	346,485	4,377,111	0	554,538	0	(1,088)	(1,088)	554,538	0		0	31-Mar-20	30-Aug-22	Design	On Target	On Target	
IRVINE ENTERPRISE AREA *	10,746,072	25,000	10,746,072	0	50,000	0	25,000	25,000	50,000	0		0	Ongoing	Ongoing	Multiple Projects	On Target	On Target	
LOW CARBON HUB	1,974,973	19,231	1,974,973	0	477,342	167,436	0	(167,436)	477,342	0		0	30-Sep-22	30-Sep-22	Multiple Projects	On Target	On Target	
ARDROSSAN NORTH SHORE	20,415,199	1,769,991	20,415,199	0	18,843,067	0	197,859	197,859	4,543,067	(14,300,000)		(14,300,000)	31-Mar-19	31-Jul-24	In development	On Target	On Target	Additional approved budget rephased in line with project plan
VDLF - HARBOUR MASTERS OFFICE	107,500	614	107,500	0	107,500	0	614	614	107,500	0		0	31-Mar-22	31-Mar-22		On Target	On Target	
VDLF - I3 IRVINE ENTERPRISE	716,981	117,719	716,981	0	659,457	0	60,195	60,195	659,457	0		0	31-Mar-19	31-Mar-22	Design	On Target	On Target	
Other Growth & Investment	**38,337,836**	**2,279,039**	**38,337,836**	**0**	**20,691,904**	**167,436**	**282,580**	**115,144**	**6,391,904**	**(14,300,000)**	**0**	**(14,300,000)**						
Total Chief Executive	**105,052,091**	**3,927,104**	**105,052,091**	**0**	**25,538,372**	**1,188,311**	**861,399**	**(326,912)**	**10,720,988**	**(14,817,384)**	**0**	**(14,817,384)**						

HEALTH & SOCIAL CARE

Project Description	TOTAL PROJECT				2021/22 BUDGETS								COMPLETION DATES		MILESTONE	DELIVERY STATUS		Comments
	Total Project Budget	Cumulative Expenditure to date	Total Project Forecast	Projected Over/ (Under) Spend	Total Revised Budget 2021/22	Year to Date Budget 2021/22	Actual Expenditure to 30 September 2021	Year to Date Variance 2021/22	Projected Expenditure to 31 March 2022	Actual Over/ (Under) Spend for 21/22	True Over/(Under) Spend	Brought / Carry Forward to 2022/23	Original Target	Revised Forecast	Current Project Stage	Delivery Status Financial	Delivery Status Physical	
	£	£	£	£	£	£	£	£	£	£	£	£						
Management & Support																		
HOME CARE SYSTEM	433,918	391,129	433,918	0	42,789	22,789	0	(22,789)	42,789	0		0	31-Mar-22	31-Mar-22	Implementation	On Target	On Target	
CAREFIRST IT SYSTEM	120,678	84,620	120,678	0	36,058	0	0	0	36,058	0		0	31-Mar-22	31-Mar-22	Implementation	On Target	On Target	
CAREFIRST REPLACEMENT	500,000	260,884	500,000	0	338,465	260,885	260,884	(1)	338,465	0		0	31-Mar-22	31-Mar-22	Planning	On Target	On Target	
Total Management & Support	**2,050,596**	**736,633**	**2,050,596**	**0**	**417,312**	**283,674**	**260,884**	**(22,790)**	**417,312**	**0**	**0**	**0**						
Housing Non HRA																		
IMPROVEMENT GRANTS *	745,185	242,217	745,185	0	745,185	0	242,217	242,217	745,185	0		0	31-Mar-22	31-Mar-22	Ongoing	On Target	On Target	
Total Housing Non HRA	**745,185**	**242,217**	**745,185**	**0**	**745,185**	**0**	**242,217**	**242,217**	**745,185**	**0**	**0**	**0**						
Adults																		
TRINDLEMOSS	4,608,078	4,547,449	4,608,078	0	67,399	0	6,770	6,770	67,399	0		0	Complete	Complete	Complete	Complete	Complete	
Total Older People	**5,479,640**	**5,419,012**	**5,479,640**	**0**	**67,399**	**0**	**6,770**	**6,770**	**67,399**	**0**	**0**	**0**						
Young People																		
RESIDENTIAL & RESPITE UNIT	5,720,000	5,074,671	5,720,000	0	1,150,561	0	505,231	505,231	1,150,561	0		0	31-Jul-21	11-Jun-21	Snagging	On Target	On Target	
Total Young People	**5,720,000**	**5,074,671**	**5,720,000**	**0**	**1,150,561**	**0**	**505,231**	**505,231**	**1,150,561**	**0**	**0**	**0**						
Total Health & Social Care	**13,995,422**	**11,472,532**	**13,995,422**	**0**	**2,380,457**	**283,674**	**1,015,103**	**731,429**	**2,380,457**	**0**	**0**	**0**						

Place

Project Description	Total Project Budget £	Cumulative Expenditure to date £	Total Project Forecast £	Projected Over/ (Under) Spend £	Total Revised Budget 2021/22 £	Year to Date Budget 2021/22 £	Actual Expenditure to 30 September 2021 £	Year to Date Variance 2021/22 £	Projected Expenditure to 31 March 2022 £	Actual Over/ (Under) Spend for 21/22 £	True Over/ (Under) Spend £	Brought / Carry Forward to 2022/23 £	Original Target	Revised Forecast	Current Project Stage	Delivery Status Financial	Delivery Status Physical	Comments
PHYSICAL ENVIRONMENT																		
Roads																		
ROADS IMPROVE/RECONSTRUCTION *	5,168,060	5,168,060	5,168,060	0	5,168,060	3,812,000	2,013,436	(1,798,564)	5,168,060	0		0	31-Mar-22	31-Mar-22	Multiple Projects	On Target	On Target	
LIGHTING *	1,415,178	187,054	1,415,178	0	1,415,178	236,815	187,054	(49,761)	1,415,178	0		0	31-Mar-22	31-Mar-22	Multiple Projects	On Target	On Target	
LED LIGHTING REPLACEMENT	695,000	35,601	695,000	0	337,400	163,800	35,601	(128,199)	337,400	0		0	31-Mar-23	31-Mar-23	Multiple Projects	On Target	On Target	
UPPER GARNOCK FPS	18,503,800	10,907,826	18,503,800	0	9,699,421	4,570,000	5,017,469	447,469	9,699,421	0		0	30-Apr-22	30-Apr-22	Construction	On Target	On Target	
MILLPORT COASTAL FPS	27,500,000	1,005,394	27,500,000	0	208,966	86,300	147,431	61,131	208,966	0		0	31-Aug-24	31-Aug-24	Design	On Target	On Target	
MILLBURN FPS	1,310,000	153,720	1,310,000	0	40,150	16,060	10,153	(5,907)	40,150	0		0	31-Mar-23	31-Mar-23	Design	On Target	On Target	
BRIDGES INFRASTRUCTURE PROG *	775,338	592,208	775,338	0	775,338	626,764	592,208	(34,556)	775,338	0		0	31-Mar-22	31-Mar-22	Multiple Projects	On Target	On Target	
LARGS PROMENADE SEAWALL	3,039,000	95,846	3,039,000	0	99,797	29,750	4,175	(25,575)	99,797	0		0	31-Oct-23	31-Oct-23	Planning	On Target	On Target	
LARGS CAR PARK INFRASTRUCTURE	80,000	0	80,000	0	80,000	0	0	0	80,000	0		0	31-Mar-22	31-Mar-22	Planning	On Target	On Target	
PARKING CHARGES & DPE	257,705	78,830	257,705	0	202,705	0	23,830	23,830	202,705	0		0	31-Mar-20	31-Mar-22	In Development	On Target	On Target	
Total Roads	**59,244,081**	**18,374,617**	**59,244,081**	**0**	**18,027,015**	**9,541,489**	**8,031,357**	**(1,510,132)**	**18,027,015**	**0**	**0**	**0**						
Streetscene																		
CEMETERY EXTNS, WALLS & INFRA *	1,658,774	0	1,658,774	0	(302,822)	0	0	0	(302,822)	0		0	Holding Code	Holding Code	Holding Code	Holding Code	Holding Code	
LAMLASH CEMETERY EXTENSION	706,165	674,858	706,165	0	25,230	0	(6,077)	(6,077)	25,230	0		0	Complete	Complete	Complete	Complete	Complete	
ARDROSSAN CEMETERY PLOTS AND WALLS	201,042	149,703	201,042	0	46,522	0	(4,818)	(4,818)	46,522	0		0	Complete	Complete	Complete	Complete	Complete	
KILWINNING CEMETERY NEW	1,150,000	68,446	1,150,000	0	346,741	0	44,348	44,348	341,748	(4,993)		(4,993)	01-Aug-22	01-Aug-22	Technical Design	On Target	On Target	
KNADGERHILL CEMETERY EXTENSION	443,581	374,356	443,581	0	53,865	0	(15,360)	(15,360)	49,488	(4,377)		(4,377)	31-Oct-21	31-Oct-21	Construction	On Target	On Target	
WEST KILBRIDE CEMETERY	300,000	0	300,000	0	27,402	0	0	0	27,402	0		0	30-Jun-22	30-Jun-22	Technical Design	On Target	On Target	
STEVENSTON CEMETERY	350,000	0	350,000	0	31,961	0	0	0	31,961	0		0	30-Jun-22	30-Jun-22	Technical Design	On Target	On Target	
BRODICK CEMETERY	12,000	0	12,000	0	12,000	0	0	0	12,000	0		0	Future years	Future years	Planning	On Target	On Target	
RENEWAL OF PLAY PARKS	118,000	0	118,000	0	118,000	0	0	0	118,000	0		0	31-Mar-22	31-Mar-22	Planning	On Target	On Target	
NATURE RESTORATION FUND	166,000	0	166,000	0	166,000	0	0	0	166,000	0		0	31-Mar-22	31-Mar-22	Planning	On Target	On Target	
Total Streetscene	**6,629,997**	**1,291,797**	**6,629,997**	**0**	**524,899**	**0**	**18,093**	**18,093**	**515,529**	**(9,370)**	**0**	**(9,370)**						
Transport																		
VEHICLES *	1,785,696	256,167	1,785,696	0	1,785,696	336,751	256,167	(80,584)	1,785,696	0		0	31-Mar-22	31-Mar-22	Ongoing	On Target	On Target	
WORKPLACE CHARGERS	115,319	105,339	115,319	0	46,847	46,847	36,866	(9,981)	46,847	0		0	30-Aug-21	30-Aug-21	Procurement	On Target	On Target	
Total Transport	**1,901,015**	**361,505**	**1,901,015**	**0**	**1,832,543**	**383,598**	**293,033**	**(90,565)**	**1,832,543**	**0**	**0**	**0**						
Waste Services																		
WASTE COLLECTION REVIEW	1,266,801	1,261,197	1,266,801	0	0	0	(5,605)	(5,605)	0	0		0	Complete	Complete	Complete	Complete	Complete	
Total Waste Services	**14,689,343**	**14,533,738**	**14,689,343**	**0**	**0**	**0**	**(5,605)**	**(5,605)**	**0**	**0**	**0**	**0**						
Renewable Energy																		
SOLAR PV RETROFIT EXTENSION	120,000	40,845	120,000	0	79,155	0	0	0	79,155	0		0	31-Mar-22	31-Mar-22	Future years	On Target	On Target	
SOLAR PV INVESTMENT	6,768,000	0	6,768,000	0	4,512,000	0	0	0	4,512,000	0		0	30-Apr-22	30-Apr-22	Work Ongoing	On Target	On Target	
NON DOMESTIC ENERGY EFFICIENCY PROGRAMME	1,000,000	890,890	1,000,000	0	63,589	0	(45,521)	(45,521)	63,589	0		0	31-Mar-22	31-Mar-22	Work Ongoing	On Target	On Target	
Total Renewable Energy	**7,888,001**	**931,735**	**7,888,001**	**0**	**4,654,744**	**0**	**(45,521)**	**(45,521)**	**4,654,744**	**0**	**0**	**0**						
Office Accommodation																		
PROPERTY LIFECYCLE INVESTMENT *	21,660	0	21,660	0	21,660	0	0	0	21,660	0	0	0	31-Mar-22	31-Mar-22	Mulitple projects	On Target	On Target	
PLI CENTRAL AVE STREETSCENE DEPOT*	42,418	7,260	42,418	0	42,418	42,418	7,260	(35,158)	42,418	0	0	0	31-Mar-22	31-Mar-22	Construction	On Target	On Target	
PLI BEITH CEMETERY	50,167	875	50,167	0	50,167	0	875	875	50,167	0		0	14-Nov-21	11-Dec-21	Tender	On Target	On Target	
PLI WEST KILBRIDE COMMUNITY CENTRE	100,000	0	100,000	0	100,000	0	0	0	100,000	0	0	0	31-Mar-22	31-Mar-22	Planning	On Target	On Target	
PLI GOLDCRAIGS DEPOT	1,265	1,265	1,265	0	1,265	0	1,265	1,265	1,265	0		0	31-Mar-22	31-Mar-22	Planning	On Target	On Hold	
PLI ANNICK PRIMARY SCHOOL	260,000	255,286	260,000	0	260,000	0	255,286	255,286	260,000	0		0	Complete	Complete	Complete	On Target	Complete	
PLI ARDEER PRIMARY SCHOOL	123,582	11,873	123,582	0	123,582	0	11,873	11,873	173,582	50,000		50,000	19-Dec-21	31-Mar-22	Tender	On Target	On Target	
PLI BLACKLANDS PRIMARY SCHOOL*	75,000	22,141	75,000	0	75,000	0	22,141	22,141	75,000	0		0	31-May-22	31-May-22	Construction	On Target	On Target	
PLI GLENCAIRN PRIMARY SCHOOL*	176,727	0	176,727	0	176,727	0	0	0	176,727	0		0	31-Mar-22	31-Mar-22	Tender	On Target	On Target	
PLI SPRINGSIDE PRIMARY SCHOOL	1,958	1,958	1,958	0	1,958	1,958	1,958	0	1,958	0		0	Complete	Complete	Complete	On Target	Complete	
PLI ST JOHN OGILVIE PRIMARY SCHOOL	195,806	51,412	195,806	0	195,806	0	51,412	51,412	81,000	(114,806)		(114,806)	31-Aug-22	31-Aug-22	Wall ties: Complete Roofing: Tender	On Target	On Target	Roofing cannot be carried out this financial year
PLI ST LUKE'S PRIMARY SCHOOL*	30,000	3,270	30,000	0	30,000	30,000	3,270	(26,730)	30,000	0		0	Complete	Complete	Complete	On Target	Complete	
PLI ST PETERS PRIMARY	0	(1,971)	0	0	0	0	(1,971)	(1,971)	0	0		0	Complete	Complete	Complete	On Target	Complete	
PLI WEST KILBRIDE PRIMARY*	45,000	5,680	45,000	0	45,000	0	5,680	5,680	45,000	0	0	0	26-Dec-21	26-Dec-21	Construction	On Target	On Target	
PLI WHITEHIRST PARK PRIMARY SCHOOL*	13,006	13,006	13,006	0	13,006	13,006	13,006	(0)	13,006	0		0	Complete	Complete	Complete	On Target	Complete	
PLI AUCHENHARVIE ACADEMY*	219,000	10,730	219,000	0	219,000	0	10,730	10,730	59,000	(160,000)		(160,000)	18-Aug-22	18-Aug-22	Planning	On Target	On Target	Stage 1 & 2 works will be completed in 2022/23
PLI IRVINE ROYAL ACADEMY*	160,829	2,243	160,829	0	160,829	2,243	2,243	0	160,829	0		0	31-Mar-22	31-Mar-22	Pupil Toilets: Complete	On Target	On Target	
PLI KILWINNING ACADEMY*	17,109	17,109	17,109	0	17,109	17,109	17,109	(0)	17,109	0		0	Complete	Complete	Complete	Complete	Complete	
PLI 6A KILWINNING ROAD	15,000	5,304	15,000	0	15,000	5,304	5,304	0	15,000	0		0	31-Mar-22	31-Mar-22	Planning	On Target	On Target	
PLI REDBURN CC*	0	5,114	0	0	0	0	5,114	5,114	0	0		0	Complete	Complete	Complete	On Target	Complete	
Total Office Accommodation	**1,548,527**	**412,555**	**1,548,527**	**0**	**1,548,527**	**112,038**	**412,555**	**300,517**	**1,323,721**	**(224,806)**	**0**	**(224,806)**						

Place

Project Description	TOTAL PROJECT				2021/22 BUDGETS								COMPLETION DATES		MILESTONE	DELIVERY STATUS		Comments
	Total Project Budget	Cumulative Expenditure to date	Total Project Forecast	Projected Over/ (Under) Spend	Total Revised Budget 2021/22	Year to Date Budget 2021/22	Actual Expenditure to 30 September 2021	Year to Date Variance 2021/22	Projected Expenditure to 31 March 2022	Actual Over/ (Under) Spend for 21/22	True Over/ (Under) Spend	Brought / Carry Forward to 2022/23	Original Target	Revised Forecast	Current Project Stage	Delivery Status Financial	Delivery Status Physical	
Other Property																		
INDUSTRIAL PORTFOLIO *	430,713	0	430,713	0	430,713	0	0	0	430,713	0		0	On Hold	On Hold	Multiple projects	On Target	On Target	
HOME	4,470,199	95,792	4,470,199	0	1,000,000	0	41,633	41,633	500,000	(500,000)	0	(500,000)	31-Dec-22	31-Dec-22	In development	On Target	On Target	Reprofile as a result of Scottish Water changing their approach to surface water drainage mid-project.
BUILD	284,085	22,949	284,085	0	100,000	0	0	0	20,000	(80,000)	0	(80,000)	31-Jul-22	31-Jul-22	In development	On Target	On Target	Knock on effect of delay in HOME
EMERGENCY CONTROL CTR	158,000	0	158,000	0	158,000	0	0	0	0	(158,000)	0	(158,000)	31-Mar-23	31-Mar-23	In development	On Target	On Target	Additional approved budget rephased in line with project plan
WOODLANDS PRIMARY PLAYINGFIELD DRAINAGE	134,640	104,750	134,640	0	94,563	74,300	64,673	(9,627)	94,563	0		0	Complete	Complete	Complete	On Target	On Target	
Total Property	**5,477,637**	**223,491**	**5,477,637**	**0**	**1,783,276**	**74,300**	**106,306**	**32,006**	**1,045,276**	**(738,000)**	**0**	**(738,000)**						
Other Housing																		
GYPSY/TRAVELLER SITES	74,528	21,000	74,528	0	53,528	0	0	0	53,528	0		0	31-Mar-22	31-Mar-22	In development	On Target	On Target	
ARDROSSAN HOSTEL					0	0	39,105	39,105	0	0		0	13-Feb-22	13-Feb-22	Procurement	On Target	On Target	
Total Other Housing	**74,528**	**21,000**	**74,528**	**0**	**53,528**	**0**	**39,105**	**39,105**	**53,528**	**0**	**0**	**0**						
Regeneration																		
TOWN CENTRE REGENERATION	1,722,002	832,769	1,722,002	0	1,432,550	0	543,317	543,317	1,432,550	0		0	31-Mar-22	31-Mar-22	Construction	On Target	On Target	
STEVENSTON BEACH HUB	130,000	0	130,000	0	130,000	0	0	0	130,000	0		0	31-Mar-22	31-Mar-22	Design	On Target	On Target	
MILLPORT TOWN HALL REGENERATION	1,668,852	0	1,668,852	0	1,668,852	0	0	0	1,668,852	0		0	31-Dec-22	31-Dec-22	In development	On Target	On Target	
PLACE BASED INVESTMENT PROGRAMME (PBIP)	460,000	0	460,000	0	460,000	0	0	0	460,000	0		0	31-Mar-23	31-Mar-23	In development	On Target	On Target	
PBIP 36 BANK STREET	800,000	0	800,000	0	180,000	0	0	0	180,000	0		0	31-Mar-23	31-Mar-23	In development	On Target	On Target	
IRVINE HIGH STREET	2,969,779	2,626,893	2,969,779	0	311,227	0	(31,659)	(31,659)	311,227	0		0	Complete	Complete	Complete	Complete	Complete	
MILLPORT CARS	282,839	30,443	282,839	0	254,756	0	30,443	30,443	254,756	0		0	31-Mar-22	31-Mar-22	In development	On Target	On Target	
MONTGOMERIE PARK MASTERPLAN	3,228,598	1,709,317	3,228,598	0	93,532	0	24,252	24,252	93,532	0		0	31-Mar-30	31-Mar-30	Sale negotiation	On Target	On Target	
LOCHSHORE, KILBIRNIE	1,647,593	145,932	1,647,593	0	1,134,741	0	83,080	83,080	1,134,741	0		0	30-Mar-22	31-May-25	In development	On Target	On Target	
LOCHSHORE GARNOCK HUB	4,146,000	1,148,660	4,146,000	0	3,389,183	0	1,148,660	1,148,660	3,238,918	(150,265)		(150,265)	31-Oct-22	31-Oct-22	Construction	On Target	On Target	Rephased due to committed works, original phasing incorrect
VDLF - IRVINE KYLE ROAD SITE PREP*	1,441,368	1,391,362	1,441,368	0	60,214	0	10,208	10,208	60,214	0		0	Complete	Complete	Complete	Complete	Complete	
VDLF - ANNICKBANK PH 3*	1,081,000	12,070	1,081,000	0	126,050	0	6,825	6,825	112,225	(13,825)		(13,825)	31-Mar-23	31-Mar-23	Design	On Target	On Target	Delay in appointment of consultants.
VDLF - DEVELOPMENT WORK*	180,000	34,050	180,000	0	147,200	0	1,250	1,250	56,250	(90,950)		(90,950)	31-Mar-22	31-Mar-22	In development	On Target	On Target	Covid related delays on design process
VDLF - MAIN ST KILBIRNIE*	63,000	0	63,000	0	63,000	0	0	0	63,000	0		0	30-Sep-21	30-Sep-21	Construction	On Target	On Target	
VDLF - DALRY RD SALTCOATS*	5,125	1,640	5,125	0	3,485	0	0	0	1,500	(1,985)		(1,985)	30-Sep-22	30-Sep-22	Delivery	On Target	On Target	Covid related delays on design process
VDLF - STRATEGY	50,000	0	50,000	0	50,000	0	0	0	50,000	0		0	31-Mar-22	31-Mar-22	In development	On Target	On Target	
VDLF - TREE PLANTING	50,000	0	50,000	0	50,000	0	0	0	50,000	0		0	31-Mar-22	31-Mar-22	In development	On Target	On Target	
VDLF - MINOR IMPROVEMENTS	40,000	0	40,000	0	40,000	0	0	0	40,000	0		0	31-Mar-22	31-Mar-22	In development	On Target	On Target	
QUARRY ROAD PHASE 2	5,209,497	5,149,338	5,209,497	0	70,146	0	9,987	9,987	70,146	0		0	Complete	Complete	Complete	Complete	Complete	
VDLF - GAS WORKS (DALRY)*	135,962	16,702	135,962	0	119,260	0	0	0	119,260	0		0	30-Sep-21	30-Sep-21	Complete	On Target	On Target	
CYCLING/WALKING/SAFER STREETS *	572,797	83,796	572,797	0	572,797	0	0	0	572,797	0		0	31-Aug-22	31-Aug-22	Various	On Target	On Target	
ACCESS PATH NETWORK PROGRAMME *	1,167,215	1,167,215	1,167,215	0	1,167,215	0	467,565	467,565	1,167,215	0		0	31-Aug-22	31-Aug-22	Various	On Target	On Target	
PENNYBURN ROUNDABOUT BUS LANE	135,000	24,500	135,000	0	135,000	0	0	0	135,000	0		0	31-Mar-22	31-Mar-22	Feasibility	On Target	On Target	
IRVINE CYCLE FRIENDLY TOWN	250,000	0	250,000	0	250,000	0	0	0	250,000	0		0	31-Mar-22	31-Mar-22	Construction	On Target	On Target	
BRODICK TO CORRIE CYCLE PATH	40,000	0	40,000	0	40,000	0	0	0	40,000	0		0	31-Mar-22	31-Mar-22	Design	On Target	On Target	
BUS CORRIDOR IMPROVEMENTS	155,333	5,333	155,333	0	150,000	0	0	0	150,000	0		0	31-Mar-22	31-Mar-22	Various	On Target	On Target	
BUS ROUTE CONGESTION MEASURES	650,576	452,606	650,576	0	200,000	0	2,030	2,030	200,000	0		0	31-Mar-22	31-Mar-22	Construction	On Target	On Target	
CUMBRAE FERRY & BUS STOP	403,965	23,690	403,965	0	380,275	0	0	0	380,275	0		0	31-Mar-22	31-Mar-22	Design	On Target	On Target	
STTS ROSS ROAD ARRAN	210,000	0	210,000	0	210,000	0	0	0	210,000	0		0	31-Mar-22	31-Mar-22	Design	On Target	On Target	
ELECTRIC VEHICLES INFRASTRUCTURE	572,273	514,576	572,273	0	64,322	24,878	6,625	(18,253)	64,322	0		0	31-Mar-22	31-Mar-22	Various	On Target	On Target	
Total Regeneration	**29,468,773**	**15,370,892**	**29,468,773**	**0**	**12,953,805**	**24,878**	**2,302,583**	**2,277,705**	**12,696,780**	**(257,025)**	**0**	**(257,025)**						
Completed Projects																		
HAYLIE BRAE CEMETERY WALLS	175,437	175,437	175,437	0	51	0	51	51	51	0		0	Complete	Complete	Complete	Complete	Complete	
CCTV GENERAL	389,694	390,421	389,694	0	0	0	727	727	0	0		0	Complete	Complete	Complete	Complete	Complete	
BIOMASS RETROFIT PROGRAMME	3,378,163	3,340,486	3,378,163	0	0	0	(37,678)	(37,678)	0	0		0	Complete	Complete	Complete	Complete	Complete	
QUARRY ROAD PHASE 1	2,977,098	2,898,460	2,977,098	0	40,595	0	(38,043)	(38,043)	40,595	0		0	Complete	Complete	Complete	Complete	Complete	
Total Completed Projects	**18,440,874**	**18,325,285**	**18,440,874**	**0**	**40,646**	**0**	**(74,943)**	**(74,943)**	**40,646**	**0**	**0**	**0**						
Total Place	**145,362,776**	**69,846,616**	**145,362,776**	**0**	**41,418,983**	**10,136,303**	**11,076,963**	**940,660**	**40,189,782**	**(1,229,201)**	**0**	**(1,229,201)**						

OTHER BUDGETS

Project Description	TOTAL PROJECT				2021/22 BUDGETS						Comments
	Total Project Budget	Cumulative Expenditure to date	Total Project Forecast	Projected Over/ (Under) Spend	Total Revised Budget 2021/22	Year to Date Budget 2021/22	Actual Expenditure to 30 September 2021	Year to Date Variance 2021/22	Projected Expenditure to 31 March 2022	Over/ (Under) Spend for 21/22	
	£	£	£	£	£	£	£	£	£	£	
FLEXIBILITY / IMPROVEMENT FUND	2,065,358	0	2,065,358	0	2,003,233	0	0	0	2,003,233	0	
CORE INFRASTRUCTURE INVESTMENT	4,900,000	0	4,900,000	0	0	0	0	0	0	0	
Total Other Budgets	**6,965,358**	**0**	**6,965,358**	**0**	**2,003,233**	**0**	**0**	**0**	**2,003,233**	**0**	

Description	Approved budget 16 December 2020 £'000	Current budget including carry forwards £'000	Approved Revisions to programme £'000	Carry forward (to)/from future years £'000	Revised Budget 2021/22 £'000	Actual Spend to 31/03/2021 £'000	Year End Projection £'000	True Over / (Under)spend £'000	Delivery Status Financial	Delivery Status Physical	Comments
Council House Build Programme											
Council House Building General	1,542	1,542	(1,542)	-	-	-			On Target	On Target	
Acquisition Of Houses On Open Market	491	737	(737)	-	-	156	(30)	(30)	On Target	On Target	
New Build Watt Court	-	(111)			(111)	(66)	(66)	45	Slightly off target	Complete	Completed 2020/21. Awaiting final account.
New Build Corsehillhead	882	872	(822)	3,950	4,000	-	4,000	-	On Target	On Target	Expected completion Autumn/Winter 2022.
New Build Brathwic Terrace	1,991	1,799			1,799	1,171	1,858	59	Slightly off target	On Target	Expected completion is slightly off Autumn/Winter 2021.
New Build Flatt Road Phase 1	4,136	3,741	(2,006)	495	2,230	1,943	2,230	-	On Target	On Target	Handovers continue. Expected full completion Summer 2022.
New Build Towerlands	1,640	2,208			2,208	1,377	2,278	70	Slightly off target	On Target	Expected completion Autumn/Winter 2021.
New Build Kinnier Road	285	11			11	-	11	-	On Target	Complete	Properties due to be handed over summer/autumn 2021.
New Build St Colms	3,482	3,482	205	(353)	3,334	668	3,334	-	On Target	On Target	Demolition complete. Expected completion Autumn 2022.
New Build St Michaels Wynd	5,248	6,066	1,414	235	7,715	2,863	7,715	-	Slightly off target	On Target	Anticipated project overspend (amount tbc) related to COVID-19 costs added at financial close and unforeseen costs related to signalised junction.
New Build Harbourside Irvine	9,685	9,755	(1,602)	(344)	7,809	1,878	7,809	-	On Target	On Target	Works commenced October 2020, expected completion Autumn/Winter 2022.
New Build Afton Court	911	906	(406)		500	-	500	-	On Target	Slightly off target	Tender invitation due to be issued with works due to commence Spring 2022.
New Build Caley Court	2,384	2,950	(1,500)	(1,450)		6		-	On Target	Slightly off target	Works commenced August 2021, expected completion Spring 2022.
New Build Springvale Saltcoats	1,477	1,421			1,421	941	1,513	92	Slightly off target	On Target	Additional grouting works were required in areas of 'dark ground' which would not be surveyed until the existing building was demolished. Additional asbestos removal works were also required. This will have potential time and cost implications.
New Build Dalrymple Place	3,004	2,465			2,465	1,891	2,592	127	Slightly off target	Slightly off target	A potential overspend is anticipated due to issues with Scottish Water and inaccuracies in the information provided by external consultants. The value has still to be determined. This may also affect completion date.
New Build St Beya Millport	-	112			112	191	166	54	On Target	Complete	Properties handed over during summer 2021.
Garnock Academy Site	4,000	4,000		(2,487)	1,513	1	1,513	-	On Target	On Target	Consultation stage. Expected completion 2023/24.
Largs police Station	508	508		(508)		32		-	On Target	On Target	Consultation stage. Expected completion early 2023.
Ayrshire Central Site	7,975	6,472	(6,372)	(50)	50	49	50	-	On Target	On Target	Pre-planning stage. Expected completion Summer 2024.
BourtreeHill Village	3,384	3,384	(3,359)		25	-	25	-	On Target	On Target	Pre-planning stage. Expected completion Winter 2023.
James McFarlane ASN Site	2,767	2,767	(2,717)	458	508	-	508	-	On Target	On Target	Pre-planning stage. Expected completion Spring/Summer 2023
James Reid ASN school	3,000	3,000	(2,950)		50	-	50	-	On Target	On Target	Pre-planning stage. Expected completion Autumn/Winter 2023
Stanecastle ASN School	-	-	50		50	-	50	-	On Target	On Target	Pre-planning stage. Expected completion Autumn 2023
Fullarton Street	2,000	2,000	(1,950)		50	-	50	-	On Target	Significantly off target	Delays to delivery due to issues rehousing final tenants.
Redevelopment 10/11b/14	8,000	8,000	(4,000)	(3,950)	50	-	50	-	On Target	On Target	Pre-planning stage. Expected full completion Winter 2025
Total For Council House Build Programme	68,792	68,087	(28,294)	(4,004)	35,789	13,101	36,206	417			
Improvement to Existing Homes - Building Services											
Window Replacement	320	320		(320)		9		-	On Target	On Target	Budget vired to Sheltered Housing Reprovisioning Programme to support window replacement in sheltered refurbs.
Bathroom Programme	1,794	1,657	417		2,074	616	2,074	-	On Target	On Target	Bathrooms pulled forward from future years to offset decision to push back kitchen programme due to COVID restrictions having significant impact on cost. This will be revised following changes to restrictions.
Kitchen Programme	2,300	2,697	(2,697)			230		-	On Target	Significantly off target	Delayed due to COVID restrictions having impact on unit cost. This will be revised following changes to restrictions.
Window Replacement - High Flats - Saltcoats	2,298	3,677	(2,360)	(522)	795	115	795	-	On Target	Slightly off target	Time delays due to COVID-19. Exterior improvements almost complete, with interior refurbishments to commence Autumn 2021.
BATHROOM PROGRAMME Voids	-	-	692		692	14	692	-	On Target	On Target	
KITCHEN PROGRAMME Voids	-	-	745		745	22	745	-	On Target	On Target	
Door replacement programme	1,039	1,039	(1,039)			-		-	On Target	Significantly off target	Door replacement programme - tender had been issued but specification is being reviewed following indicative costs being unviable.
Sheltered Housing Units	2,133	2,078	(2,003)	(24)	51	-	51	-	On Target	On Target	Sequence of refurbishments in development. Plans for first two units being drafted with initial consultations due to be held during Autumn 2021. Virement from 3 other projects to here totalling £991k
Replacement warden call systems	208	208		(208)		-		-	On Target	On Target	Budget vired to Sheltered Housing Reprovisioning Programme to support window replacement in sheltered refurbs.
Total For Improvements to Existing Homes - Building Services	10,092	11,676	(6,245)	(1,074)	4,357	1,006	4,357	-			

Description	Approved budget 16 December 2020	Current budget including carry forwards	Approved Revisions to programme	Carry forward (to)/from future years	Revised Budget 2021/22	Actual Spend to 31/03/2021	Year End Projection	True Over / (Under)spend	Delivery Status Financial	Delivery Status Physical	Comments
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000			
Improvement to Existing Homes - External Contractors											
Central Heating	3,502	3,778	(2,080)	-	1,698	490	1,698		On Target	Significantly off target	Delayed expenditure due to Covid-19. This will be revised following changes to restrictions.
Insulated Re-Rendering	804	904	(604)	-	300	79	300		On Target	Significantly off target	Budget to be potentially combined with roofing & rendering budget.
Electrical Rewiring	1,236	1,167	(1,024)	-	143	44	143		On Target	Significantly off target	Delayed expenditure due to Covid-19. This will be revised following changes to restrictions.
Total For Improvements to Existing Homes - External Contractors	5,542	5,849	(3,708)	-	2,141	613	2,141	-			
Refurbishment Schemes											
Roofing & Rendering	3,393	3,229	(209)	-	3,020	-	3,020		On Target	Slightly off target	Still in process of tendering new contractor for roofing and rendering - likely to be delay in delivering this year's programme.
High Flats Irvine	3,021	6,850	(6,825)	25	50	17	50		On Target	Significantly off target	Demolition delay due to difficulties in rehousing final tenants.
Kings Arms Project	-	(254)	319	-	65	-	65	-	On Target	On Target	Initial fees. Pre-planning stage, construction not due to commence until Autumn/Winter 2022
Garrier Court	-	(3)	(30)	-	(33)	(33)	(33)	-	On Target	Complete	Refurbishment complete.
Connel Court	-	(50)	-	150	100	(30)	100	-	Complete	Complete	
Refurb Maress House	250	250	(250)	-	-	213	-		On Target	On Target	Status remains green at present, however contractor has submitted information relating to possible delays. This is currently being assessed by the project team.
Refurb Friars Lawn	1,487	828	-	(101)	727	315	727		Slightly off target	Slightly off target	Additional works to the flat roof to be carried out which could have a cost and time implication.
Total For Refurbishment Schemes	8,151	10,850	(6,995)	74	3,929	482	3,929	-			
Other Capital Works											
Energy Efficiency Standard	5,394	5,394	(4,794)	-	600	-	600		On Target	On Target	Sustainability fund. To date £0.877m has been approved to supplement the addition of solar PV to the roofing programme and the provision of EWI in wholly owned flatted blocks.
Other Capital Works	7,129	726	-	1,000	1,726	2	1,726		On Target	On Target	
Health And Safety Works	207	207	-	(207)	-	-	-		On Target	On Target	
Major Improvements	6	12	(6)	-	6	(12)	6		On Target	On Target	
Detection Equipment	2,434	1,222	-	(1,222)	-	155	-		On Target	On Target	Statutory timescale has been extended to Feb 2022.
Solar Panels	232	681	-	-	681	16	681		On Target	On Target	
Professional Management Charges	934	933	-	-	933	-	933		On Target	On Target	
Estate Based Regeneration	540	1,557	-	(1,000)	557	-	557		On Target	On Target	Carry forward from 2020/21 due to COVID-19 related delays.
Nelson Street Regeneration	306	306	-	(296)	10	-	10		Slightly off target	Significantly off target	Awaiting purchase of final property to allow refurbishment works to be undertaken.
Sheltered Housing Capital Works	-	463	-	(463)	-	-	-		On Target	On Target	Budget vired to support overall Sheltered Housing Reprovisioning Programme.
Total For Other Capital Works	17,182	11,501	(4,800)	(2,188)	4,513	161	4,513	-			
TOTAL EXPENDITURE	109,756	107,963	(50,042)	(7,192)	50,729	15,363	51,146	417			
CFCR	(10,590)	(10,599)	-	-	(10,599)	(12)	(10,599)	-			
Capital Grants	(13,784)	(13,784)	-	-	(13,784)	(1,764)	(13,784)	-			
Affordable Housing Contribution	(1,757)	(1,795)	-	-	(1,795)	-	(1,795)	-			
Funding from Reserves	(5,000)	(6,604)	-	6,604	-	-	-	-			
Prudential Borrowing	(77,455)	(75,181)	50,042	588	(24,551)	-	(24,968)	(417)			
Council House Build Fund	(1,170)	-	-	-	-	-	-	-			
TOTAL INCOME	(109,756)	(107,963)	50,042	7,192	(50,729)	(1,776)	(51,146)	(417)			
NET EXPENDITURE	-	-	-	-	-	13,587	-	-			

NORTH AYRSHIRE COUNCIL

30 November 2021

Cabinet

Title:	**Treasury Management and Investment Mid-Year Report 2021/22**
Purpose:	To provide Cabinet with a Treasury Management update for the period 1 April to 30 September 2021.
Recommendation:	That Cabinet agrees to (a) endorse the contents of the Treasury Management and Investment Mid-Year Report for 2021/22 (Appendix 1); and (b) note the Prudential and Treasury Indicators contained therein.

1. Executive Summary

1.1 The Treasury Management and Investment Strategy and treasury management indicators provide a framework for the Council's treasury activities to ensure the effective control of the risks associated with those activities and the pursuit of optimum performance consistent with those risks.

1.2 This mid-year review report:

- provides an update on performance to 30 September 2021;

- updates the annual prudential indicators to reflect the latest information available to the Council; and

- demonstrates that the treasury management activities carried out during the period 1 April to 30 September 2021 have been consistent with the Treasury Management and Investment Strategy 2021/22 and have complied with the treasury management indicators set out in the Strategy.

2. Background

2.1 The Chartered Institute of Public Finance and Accountancy's (CIPFA) Code of Practice on Treasury Management (revised 2017) requires that Elected Members are provided with regular monitoring reports on treasury management activities. The Treasury Management Strategy for 2021/22 was approved by Council on 4 March 2021.

This report is the Mid-Year Report, providing Cabinet with an update on treasury management activities for the period 1 April to 30 September 2021.

An annual report on the treasury management activities for the year will be presented to Council following the end of the financial year.

These reports ensure that the Council is meeting best practice in accordance with CIPFA's Code of Practice.

2.2 The 2021/22 Mid-Year Report is attached at Appendix 1 and covers:

- Prudential and treasury indicators;

- Borrowing and associated rates; and

- Investments and associated rate of return.

2.3 This report provides an update on performance to 30 September 2021 and the annual prudential indicators to reflect the latest information. It is a statutory duty for the Council to determine and keep under review its approved borrowing limits and prudential indicators. Details within the report demonstrate that, during the period 1 April to 30 September 2021, the Council has operated within the authorised and operational limits and prudential indicators as set out in the Council's 2021/22 Annual Treasury Management Strategy Statement (TMSS).

2.4 The Executive Summary of the Mid-Year Report provides a high level overview of treasury management and performance, with more detail provided in the body of the report. Key points to note are:

- the re-profiling of capital expenditure into future years and continued use of internal resources have had an impact on all of the prudential indicators;

- during the year to date the Council has only undertaken temporary borrowing . The Council has also used internal short-term cash reserves to temporarily fund any capital borrowing requirement to 30 September 2021; and

- investment returns are marginally above the target and this is reflective of investments made at higher rates of return before the Bank of England base rate was reduced to 0.1% in March 2020.

- £5m investment with the London Borough of Croydon during 2020 was fully recovered , including interest payments , upon its maturity on the 20 August 2021.

3. Proposals

3.1 It is proposed that Cabinet (a) endorse the contents of the Treasury Management and Investment Mid-Year Report for 2021/22 (Appendix 1); and (b) note the Prudential and Treasury Indicators contained therein,

4. Implications/Socio-economic Duty

Financial

4.1 **General Services**

Capital Financing Costs - the Council budgeted £14.522m for financing costs and expenses on debt for 2021/22. It is currently estimated that actual costs will total £11.624m. This underspend will be transferred to the Loans Fund Reserve in line with the previously agreed policy to support delivery of the capital investment programme.

Housing Revenue Account

Capital Financing Costs - the Council budgeted £10.188m for financing costs and expenses for debt in 2021/22. It is currently estimated that actual costs will total £9.512m.

In both cases, the main reasons for the underspends are a) the re-profiling of capital expenditure into future years and b) the current strategy to utilise cash balances, resulting in savings on external interest costs.

Human Resources

4.2 None.

Legal

4.3 None.

Equality/Socio-economic

4.4 None.

Environmental and Sustainability

4.5 None.

Key Priorities

4.6 This report directly supports the Council Plan 2019 to 2024 by maximising resources and providing value for money to support financially sustainable delivery models.

Community Wealth Building

4.7 None.

5. Consultation

5.1 The Council's treasury advisors, Arlingclose Ltd, were consulted in the preparation of this report.

Mark Boyd
Head of Service (Finance)

For further information please contact **David Forbes, Senior Manager (Strategic Business Partner),** on **01294 324551**.

Background Papers
Treasury Management and Investment Strategy 2021/22 – Council 4 March 2021

Treasury Management and Investment Mid-Year Report

2021/22

Contents

Treasury Management and Investment Mid-Year Review 2021/22

1.   Purpose

The Council is required by regulations issued under the Local Government in Scotland Act 2003 and the Chartered Institute of Public Finance and Accountancy's (CIPFA) Code of Practice on Treasury Management (revised 2017) to produce a mid-year review of treasury management activities. The purpose of this mid-year review is to report the performance of the Council's treasury operation and how this measures up against the Council's Treasury Management and Investment Strategy. This is done through the publication of updated prudential and treasury indicators for 2021/22.

This report meets the requirements of both the CIPFA Code of Practice on Treasury Management (the Code) and the CIPFA Prudential Code for Capital Finance in Local Authorities (the Prudential Code).

During 2021/22, to meet the minimum reporting requirement, the following reports should be submitted to Elected Members:

- an annual treasury management and investment strategy (submitted to the Council on 4 March 2021)
- the capital strategy (submitted to the Council on 4 March 2021)
- a mid-year treasury update report (this report)
- an annual review following the end of the year describing the activity compared to the strategy (will be submitted to Council in June 2022)

Regulations place responsibility on members for the review and scrutiny of treasury management policy and activities. This report is, therefore, important in that respect, as it provides details of treasury activities for the six months to 30 September 2021 and highlights performance against the Council's policies previously approved by members.

2.   Executive Summary

During the six month period to 30 September 2021, the Council complied with its legislative and regulatory requirements.

The **key prudential and treasury indicators** for 2021/22 have been updated based on the latest available information and will be used to assess performance at the end of the year.

TABLE 1

Prudential and treasury indicators	2021/22 Original Estimate £m	2021/22 Revised Estimate £m
Capital expenditure **(Indicator 1)**		
· Non-HRA	77.762	59.653
· HRA	109.447	51.146
· **Total**	**187.209**	**110.799**
Capital Financing Requirement (CFR):		
· Non-HRA	233.228	208.717
· HRA	203.931	156.247
· **Total**	**437.159**	**364.964**
Gross borrowing **(Indicator 4)**	427.159	296.922
Operational Boundary **(Indicator 5)**	458.967	390.041
Authorised Limit **(Indicator 6)**	504.863	429.045
Investments **(Indicator 8)**		
· Longer than 1 year	-	-
· Under 1 year	20.000	30.282
· **Total**	**20.000**	**30.282**

A summary of performance is provided below with more detailed information provided in the body of the report.

Capital Expenditure for both the General Fund and HRA vary from original estimates due to changes in the profile of projects. Full details of all movements in the capital expenditure budgets are included in the capital programme performance reports submitted to Cabinet throughout the year.

The **Capital Financing Requirement (CFR)** is the underlying borrowing requirements of the Council. The reduction to the requirement during 2021/22 reflects the change in profile of the capital programme.

Gross Borrowing reflects the actual borrowing which has been undertaken. This is projected to be lower than anticipated due to the revised profile of capital projects and the use of internal funds, the latter being a key element of the Treasury Management Strategy to minimise costs.

The **Operational Boundary** is the maximum we would anticipate borrowing to fund the current year capital programme building in flexibility for the timing of the different funding streams and principal repayments. The in-year variance is linked to the use of internal funds and the re-profiling of the capital programme.

The **Authorised Limit** is set at 10% above the Operational Boundary to give some flexibility to raise funds for future year capital investment.

The Council has a strategy of taking a combination of temporary and permanent borrowing in recognition of the Council's longer term borrowing requirements and the market rates available at that time. This balances short term financial savings with longer term security of costs. During the period 1 April to 30 September 2021 the Council undertook £5m of temporary borrowing which was repaid on the 22 October 21.

Affordability of borrowing is measured by a number of indicators, including the impact of:

- Percentage of financial costs relative to the net revenue stream of the General fund and Housing Revenue Account.

As at 30 September 2021 the above indicator shows estimated ratios of 3% and 18.6% for General Fund and HRA respectively. Capital expenditure impacts on the revenue budget through financing charges so it is essential the Council ensures the financing costs remain affordable and do not constitute an excessive proportion of the revenue resources available. From a General Fund perspective, the latest Scottish Local Authority average was 6.94%, therefore demonstrating a prudent borrowing policy. For the HRA, the latest Scottish average was 22.68%. The level of loan charges is deemed prudent and affordable within the framework of the 30 year Housing business plan.

The **average investment** rate to 30 September 2021 was 0.15%, compared to a target of 0.10% and actual in 2020/21 of 0.25%. The return secured this year to date reflects the Bank of England base rate which has remained at 0.10% since March 2020. Interest rates are extremely low for investments with counterparties with high creditworthiness. Rates for deposits with the Debt Management Account Deposit Facility (DMADF) and other local authorities are both largely around zero. Net returns on Money Market Funds are also close to zero.

Other prudential and treasury indicators and supporting information can be found in the main body of this report.

Conclusion

The Head of Finance confirms that long-term borrowing is only undertaken for a capital purpose and the statutory borrowing limit (the authorised limit) has not been breached.

3. Prudential and Treasury Indicators for 2021/22

The Prudential Code establishes a framework to ensure Councils demonstrate effective control over levels of, and decisions relating to, capital investment activity including borrowing. The Treasury indicators are used to ensure that risk is managed and controlled effectively. Together the Prudential and Treasury Indicators consider the affordability and impact of capital expenditure decisions and set out the Council's overall capital framework.

These indicators help the Council to demonstrate public accountability in relation to borrowing and investments. As part of this accountability this report will summarise the following: -

- Capital activity during the year (section a);
- Impact of this activity on the Council's underlying debt (the Capital Financing Requirement) (section b);
- The actual prudential and treasury indicators (section a – e);
- Overall treasury position identifying how the Council has borrowed in relation to this debt, and the impact on investment balances (section e);
- Detailed debt activity (section e); and
- Summary of interest rate movements in the year (section 4);
- Detailed investment activity (section 5).

(a) The Council's Capital Expenditure and Financing 2021/22 (Prudential Indicator 1)

The Council incurs capital expenditure when it invests in its long term assets. Capital Expenditure can be funded in two main ways:

- Financed immediately through the application of capital or revenue resources (capital receipts, capital grants, revenue contributions etc.), which has no resultant impact on the Council's borrowing need; or
- If insufficient financing is available, or a decision is taken not to apply other resources, the capital expenditure will give rise to borrowing, which is approved as part of the Council's investment plans.

The tables below show the planned capital expenditure for 2021/22 and the latest forecast alongside the amount estimated to be financed in year and the amount which will give rise to borrowing.

TABLE 2

General Fund	2021/22 Original Estimate £m	2021/22 Revised Estimate £m
Capital expenditure (Indicator 1)	**77.762**	**59.653**
Financed in year from external funding and reserves	21.319	31.294
Unfinanced capital expenditure	**56.443**	**28.359**

HRA	2021/22 Original Estimate £m	2021/22 Revised Estimate £m
Capital expenditure (Indicator 1)	**109.447**	**51.146**
Financed in year from external funding and reserves	33.548	26.178
Unfinanced capital expenditure	**75.899**	**24.968**

(b) The Council's Overall Borrowing Need (the Capital Financing Requirement) (Prudential Indicators 2 and 3)

This indicator outlines the Council's Capital Financing Requirement (CFR). The CFR is simply the total historic outstanding capital expenditure which has not been paid from either a capital or revenue resource and therefore needs to be funded from borrowing. It is essentially a measure of the Council's underlying borrowing need.

Part of the Council's treasury activity is to meet the funding requirements for this borrowing need. The treasury management section organises the Council's cash position to ensure that sufficient cash is available to meet the capital plans and cash flow requirements. This may be sourced through borrowing from external bodies (such as the Government through the Public Works Loan Board [PWLB], or the money markets), by utilising temporary cash resources within the Council or through temporary borrowing from other local authorities.

The Council's underlying borrowing need (CFR) is not allowed to rise indefinitely. The Council is required to make an annual revenue charge, called the Loan Fund Principal Repayment. This is effectively a repayment of the borrowing need and it is charged to revenue over the life of the asset. This charge reduces the CFR each year. This differs from the treasury management arrangements which ensure that cash is available to meet capital commitments. External debt can also be borrowed or repaid at any time, but this does not change the CFR.

The total CFR can also be reduced by:

- the application of additional capital financing resources (such as unapplied capital receipts); or
- increasing the annual revenue charge

The Council's CFR for the year is shown in the following table and is a key prudential indicator. The opening balance excludes the PPP / NPD schemes because no borrowing is actually required against these schemes as a borrowing facility is included in the contract.

Table 3 shows that, based on historic capital expenditure and this year's capital expenditure, the Council has a cumulative underlying borrowing need of £364.964 forecast at 31 March 2022. This is lower than the original estimate largely as a result of changes in the profile of capital projects.

TABLE 3

CFR	2021/22 Original Estimate £m	2021/22 Revised Estimate £m
Opening Balance	**312.654**	**319.548**
Add unfinanced capital expenditure (General Fund and HRA per Table 2)	132.342	53.327
Less Loans Fund Principal Repayments	(7.837)	(7.911)
Closing balance (Indicator 2)	**437.159**	**364.964**
Annual Change (Indicator 3)	**124.505**	**45.416**

c) Limits to Borrowing Activity (Prudential Indicators 4 - 6)

Borrowing activity is constrained by the prudential indicators for CFR, gross borrowing and by the authorised limit to ensure the Council operates its activities within well-defined limits.

Gross borrowing and the CFR

There is a need to ensure that gross debt does not, except in the medium term, exceed the total CFR (i.e. the Council does not borrow more than it needs to fund its capital programme). In exceptional circumstances Councils are allowed to borrow to cover the current financial year plus the next two financial years (i.e. to 2023/24). This provides some flexibility to borrow in advance where this is appropriate.

Table 4 highlights the Council's forecast gross borrowing position against the CFR and confirms that at 30 September 2021 the Council has complied with this prudential indicator as gross borrowing is currently within its CFR. The Council is currently under-borrowed by £117.563m due to the continuing strategy to delay long-term external borrowing by utilising internal cash balances.

TABLE 4

	2021/22 Original Estimate £m	2021/22 Revised Estimate £m	30 September 2021 Actual £m
Gross borrowing position **(Indicator 4)**	427.159	296.922	247.401
CFR	437.159	364.964	364.964
(Under)/Over Borrowed Position	**(10.000)**	**(68.042)**	**(117.563)**

As part of its annual Treasury Management and Investment Strategy the Council sets limits for external borrowing which it is not normally expected to exceed. These limits are explained below.

The Operational Boundary

The operational boundary is the expected maximum borrowing position of the Council during the year, taking account of the timing of various funding streams and the recharge of principal repayments from the revenue account. Periods where the actual position varies from the boundary is acceptable subject to the authorised limit not being breached.

The Authorised Limit

The authorised limit represents a limit beyond which external debt is prohibited. Performance against the approved strategy is monitored throughout the year and reported to Cabinet as appropriate. However, ultimate responsibility for setting or adjusting this limit lies with full Council. The current limit is set at 10% of the Operational Boundary.

Table 5 demonstrates that between 1 April and 30 September 2021 the Council's gross borrowing was within both the operational boundary and its authorised limit, by a significant margin due to the continuing strategy to delay new external borrowing by utilising internal cash balances and changes in the capital programme that have resulted in a reduced borrowing requirement.

TABLE 5

	Estimated £m	Revised £m
Average gross borrowing position 1 April to 30 September 2021		255.542
Maximum gross borrowing position 1 April to 30 September 2021		260.366
Operational boundary per Treasury Strategy 2021/22 (Indicator 5)	458.967	390.041
Authorised limit per Treasury Strategy 2021/22 (Indicator 6)	504.863	429.045

(d) Treasury Position at 30 September 2021 (Prudential Indicators 7 - 11)

The Council's debt and investment position is organised by the treasury management service to ensure adequate liquidity for revenue and capital activities, security for investments and to manage risks within agreed parameters. Procedures and controls to achieve these objectives are well established through both Member reporting and the Council's Treasury Management Practices.

Borrowing Strategy for 2021/22

The Borrowing Strategy for 2021/22 anticipated bank interest rates remaining low during 2021/22 and small increases in medium and longer term fixed borrowing rates. Variable, or short-term rates, were expected to be the cheaper form of borrowing over the period. Continued economic uncertainty has promoted a cautious approach, whereby investments continue to be dominated by low counterparty risk considerations, resulting in relatively low returns compared to borrowing rates.

The economic recovery from coronavirus pandemic continued to dominate the first half of the financial year. By the end of the period over 48 million people in the UK had received their first dose of a COVID-19 vaccine and almost 45 million their second dose. The Bank of England Bank Rate has been maintained at 0.10% during the year.

The following graph demonstrates that PWLB rates have remained relatively steady during the period April to September 2021.

PWLB Rates
April to September 2020
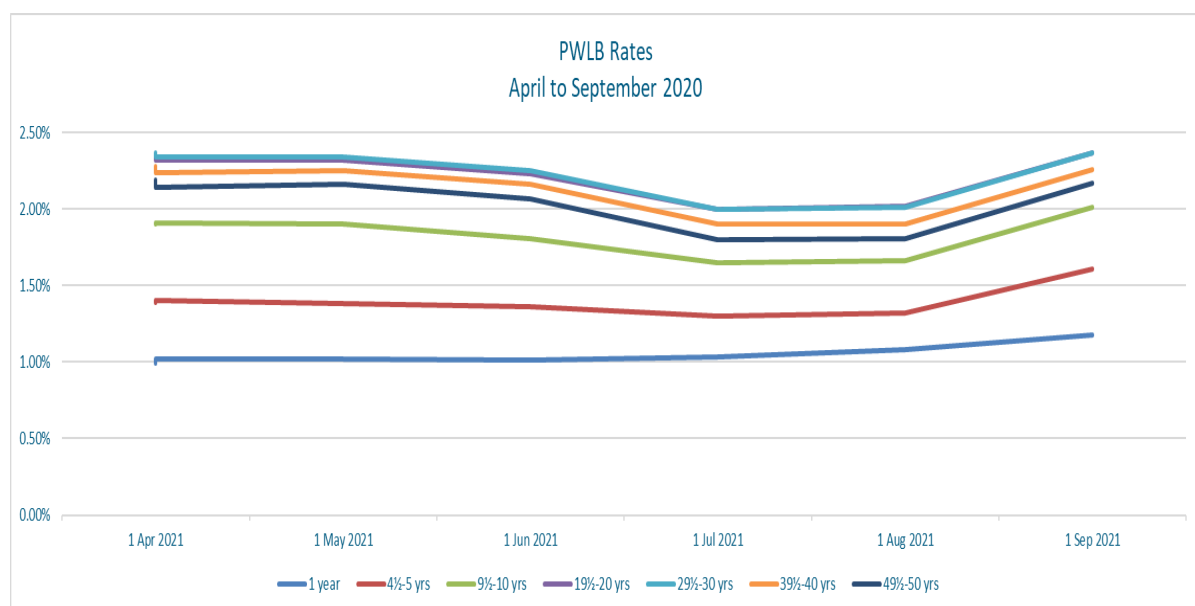
Local authorities can borrow from the PWLB provided they can confirm they are not planning to purchase 'investment assets primarily for yield' in the current or next two financial years, with confirmation of the purpose of capital expenditure from the Section 95 Officer. Authorities that are purchasing or intending to purchase investment assets primarily for yield will not be able to access the PWLB except to refinance existing loans or externalise internal borrowing.

The Authority is not planning to purchase any investment assets primarily for yield within the next three years and so is able fully access the PWLB.

Borrowing Position for 2021/22

To date in 2021/22, the Council has only undertaken temporary borrowing. The Council has also used internal short-term cash reserves to temporarily fund its capital borrowing requirement to 30 September 2021.

In terms of outlook for the remainder of the year, based on current capital plans and replacement borrowing requirements, it is estimated that the Council will borrow £60.513m this financial year, with a forecasted planned under borrowed position of £68m at the end of March 2022.

Rescheduling

No rescheduling has taken place between 1 April 2021 and 30 September 2021 as the average 1% differential between PWLB new borrowing rates and premature repayment rates made rescheduling unviable.

The Council's treasury position (excluding borrowing by PPP/NPD and finance leases) at the 31 March 2021 and 30 September 2021 was as follows:

TABLE 6

	31 March 2021		30 September	
	Principal £m	Rate/ Return %	Principal £m	Rate/ Return %
Fixed rate funding:				
-PWLB	183.943	4.95%	182.499	4.68%
-Other Local Authorities	15.000	0.76%	12.388	0.35%
-Market	1.614	0.00%	1.564	8.18%
Variable rate funding:				
-Market	50.950	5.33%	50.950	5.10%
Total debt (Indicator 7)	251.507	4.61%	247.401	4.57%
CFR	319.548		364.964	
Over / (under) borrowing	(68.041)		(117.563)	
Investments:				
- internally managed	42.258	0.80%	30.282	0.15%
Total investments (Indicator 8)	42.258		30.282	

All investments at 30 September 2021 mature within one year in line with the Treasury Management and Investment Strategy **(Indicator 9)**.

The maturity structure of the debt portfolio **(Indicator 10)** at 30 September 2021 is shown below and shows the period when the Council is required to repay and/or refinance debt. It is important to ensure a reasonable spread of debt to mitigate against high exposure levels in respect of refinancing. The current profile ensures this:

TABLE 7

Maturity Profile of Borrowing (Indicator 10)	31-Mar-21 Actual £m	30 September 2021 Actual £m
Under 12 months	43.931	41.310
12 months and within 24 months	2.961	2.950
24 months and within 5 years	8.931	8.931
5 years and within 10 years	25.620	25.589
10 years and within 20 years	31.152	35.109
20 years and within 30 years	7.025	1.625
30 years and within 40 years	106.887	106.887
40 years and within 50 years	15.000	15.000
50 years and above	10.000	10.000
Total Borrowing	**251.507**	**247.401**

The next indicator is used to manage risk and reduce the impact of adverse movement in interest rates. This sets a limit on the Council's exposure to fixed and variable interest rates **(Indicator 11).** The Council approved a limit on variable borrowing of £60.000m in the Treasury Management Strategy 2021/22.

TABLE 8

	2021/22 Original Limits £m	30 September 2021 Actual £m
Limits on fixed interest rates based on net debt **(Indicator 11)**	504.863	429.045
Limits on variable interest rates based on net debt **(Indicator 11)**	60.000	50.950

(e) Affordability Prudential Indicators (Prudential Indicator 12 - 14)

These Prudential Indicators assess the affordability of capital investment plans and provide an indication of the impact of capital investment plans on the Council's overall finances. The cost impact of borrowing decisions are reflected in the Council's budget as loan charges.

The actual and estimates of the ratio of financing costs to net revenue stream indicator identifies the trend in the cost of capital (borrowing and other long-term liabilities net of investment income) against the net revenue stream.

TABLE 9

Estimate of ratio of financing costs to net revenue stream (Indicator 14)	2021/22 Original Estimate £m	2021/22 Revised Estimate £m
General Services	3.4%	3.0%
HRA	21.2%	18.6%

Capital expenditure impacts on the revenue budget through financing charges so it is essential the Council ensures the financing costs remain affordable and do not constitute an excessive proportion of the revenue resources available.

From a General Fund perspective, the latest Scottish Local Authority average was 6.94%, thereby demonstrating a prudent borrowing policy.

For the HRA, the latest Scottish average was 22.68%. The level of loan charges is deemed prudent and affordable within the framework of the 30 year Housing business plan.

4. Investment Rates in 2021/22

The Bank Rate has remained at 0.10% during the period April to September. The Council's treasury advisers, Arlingclose, project that the bank rate will rise to 0.25% in Quarter 2 2022 with a further 0.25% increase in the first quarter 0f 2023. The global economy continues to recover from the pandemic but has entered a more challenging phase. The resurgence of demand has led to the expected rise in inflationary pressure, but disrupted factors of supply are amplifying the effects, increasing the likelihood of lower growth rates ahead. This is particularly apparent in the UK due to the impact of the country's exit from the European Union.

5. Investment Position for 2021/22

Investment Policy

The Council's investment policy is governed by Scottish Government investment regulations, which have been implemented in the annual treasury management and investment strategy, approved by Council on 4 March 2021. This policy sets out the approach for choosing investment counterparties, based on credit ratings provided by the three main credit rating agencies and supplemented by additional market data (such as rating outlooks, credit default swaps, bank share prices etc.).

All investments during 2021/22 have complied with our investment policy.

Resources

The Council's cash balances comprise revenue and capital resources and cash flow monies. The Council's cash resources at 30 September 2021 were as follows:

TABLE 10

Cash Balances	2021/22 Actual £m
1 April 2021	42.258
30 September 2021	30.282
Change within 6 months	**(11.976)**

The Investment balance at 1 April included a £5m investment with the London Borough of Croydon made during 2020 and maturing on 20 August 2021. As noted in the Treasury Management Strategy 2021-22 , the Council was aware that the London Borough of Croydon was issued with a Section 114 notice on 11 November 2020 which prevented the Council from entering into new expenditure arrangements. However, contractual expenditure, including loan repayments remained necessary and allowable. It has been confirmed that the full amount of this loan , including interest payments , was recovered upon maturity on 20 August 2021 .

Investments held by the Council

The Council has maintained an average balance of £38.101m of invested funds and utilised cash balances during the year in support of the under-borrowed position.

The Council's treasury management advisors, Arlingclose Limited, have five Scottish unitary authorities in their client group and provide regular investment benchmarking information to the Council. In terms of investment performance, North Ayrshire Council's average weighted rate of return on investments during the period 1 April 2021 to 30 September 2021 was 0.15% (0.25% for the period to 30 September 2020). The actual rate of return on investments as at 30 September for North Ayrshire Council was 0.08% compared to the group average rate of 0.07%.

The target investment rate for 2021/22 was 0.10% and the slightly higher weighted average return in the first half of the year reflects returns on investments made at higher rates before the Bank of England base rate was reduced to 0.10% in March 2020.

It should be noted that interest rates are extremely low for investments with counterparties with high creditworthiness. Rates for deposits with the Debt Management Account Deposit Facility (DMADF) and other local authorities are both largely around zero. Net returns on Money Market Funds are also close to zero.

We will continue to invest with approved counterparties in accordance with the approved strategy.

NORTH AYRSHIRE COUNCIL

30th November 2021

Cabinet

Title:	**Procurement Annual Activity Report (20-21)**
Purpose:	To provide Cabinet with an update on Procurement activity for the period 20/21
Recommendation:	Cabinet notes the report

1. Executive Summary

1.1 It was agreed by Council in September 2020 that an annual procurement report should be produced for Cabinet. The first report covering the period 19-20 went to Cabinet in May 2021, this second report covers the procurement activity during the year 20-21.

1.2 During the year, 188 different procurement exercises were undertaken resulting in contracts being awarded to 353 suppliers with a total value of £94.8m. The Council publishes a register of all live contracts and a 2-year plan of future tendering opportunities.

1.3 In terms of total procurement expenditure, the Council spent a total of £211.3m with 3406 suppliers, £45.1m (21.39%) was spent locally with 650 North Ayrshire suppliers. The top 10 local suppliers, by spend value, receive over half of the £45.1m.

1.4 The report also contains information on what category of goods/services are purchased, the top 20 suppliers by value, size and locality of the suppliers used and community benefits delivered.

1.5 The combined spend for North Ayrshire Council (NAC), East Ayrshire Council, South Ayrshire Council, NHS Ayrshire & Arran, Scottish Fire and Rescue Service is over £744m with £56m (7.5%) spent with local North Ayrshire suppliers.

1.6 Included as a key performance measure within the Council Plan, the Council has set a target to increase spend with local suppliers to 26% by 2024.To achieve this will require a significant effort to identify and work with local suppliers who are capable of supplying goods and services procured by the Council. Progress continues to be made in this area through engagement with the local supplier base helping provide visibility of upcoming procurement opportunities and access to training and support to maximise their chances of success in securing Council contracts. This progress continues to be set within the context of the duty on the Council to secure Best Value through the procurement process.

2. Background

2.1 At the Council meeting in September 2020, it was agreed that Cabinet should receive a detailed annual report covering all procurement activity. The first report covering the period 19-20 went to Cabinet in May 21. This report covers the 20-21 procurement activity.

2.2 During the 20-21 period, 188 different procurement exercises were undertaken NAC, resulting in contracts being awarded to 353 suppliers with a total value of £94,859,352. The different procurement types undertaken are listed in below.

Procurement Type - Awarded	No. Procurements Awarded	Total Value Awarded
Quick Quotes	39	£ 1,569,347
Single Tender Actions	43	£ 3,882,566
Direct Awards	32	£ 2,588,180
OJEU Tenders	8	£ 15,739,822
OJEU Multi Supplier Frameworks	6	£ 38,626,535
Non-OJEU Tenders	9	£ 4,632,364
Non- OJEU Multi Supplier Frameworks	1	£ 1,337,316
Mini Competitions	22	£ 25,970,485
Self Directed Support	28	£ 512,737
Total	188	£ 94,859,352

Public sector procurement legislation dictates the procurement type required based on the type of goods, services or works needed and the anticipated value for the life of a contract. There are 3 main regulations that the Council need to comply with

- Procurement Reform (Scotland) Act 2014
- Public Contracts (Scotland) Regulations 2015
- Procurement (Scotland) Regulations 2016

Each regulation has specific thresholds and requirements to be adhered to, failure to do so could lead to costly legal challenges. In addition to the external legislation the Council's Standing Orders relating to Contracts also has requirements on how officers are permitted to procure. The diagram below shows the activity required at specific values.

Up to £1,000 Single Quote	£1,000 to £4,999 Minimum 3 Verbal Quotes	£5,000 to £9,999 Minimum 3 Written Quotes	£10,000 to £49,999 (Supplies and Services) Quick Quote	£10,000 to £99,999 (Works) Quick Quote	Above Threshold Tender through PCS

Tenders are carried out for above Quick Quote threshold procurements and depending on the proposed contract values these fall into lower value Non-OJEU or higher value

OJEU tenders (Official Journal of European Union). Following the UK's withdrawal from the EU, tenders started in 2021 now require to comply with GPA (Government Procurement Agreement) rules. Tenders cannot be restricted and are open to any suppliers registered on Public Contract Scotland to submit a bid.

The Council has a legal obligation to maintain a register of all "live" contracts and for this to be openly published. The Council's corporate contract register is published through the open data portal and can be accessed from this link Contract Register.

2.3 In addition to the above contracts completed during 2020-21, purchases were made utilising existing NAC contracts, as well as other collaborative contracts and frameworks. The collaborative contracts and frameworks most frequently used are typically those owned by Scotland Excel, Scottish Government, Crown Commercial Service and those of the other Ayrshire Councils.

2.4 The Procurement Reform (Scotland) Act 2014 requires that the Council publishes an annual procurement report on its regulated procurements. To give potential suppliers visibility of future tendering opportunities, there is a requirement to provide as part of the report a list of all known tender opportunities for the following two years. This visibility is also very important within the context of the Council's Community Wealth Building aspirations. The Council's annual report is published on the NAC website and can be accessed from the link Procurement annual report 20-21.

Analysis of total spend

2.5 On an annual basis, Scottish Government funding is available for public sector bodies (incl NAC) to have their purchase ledger spend data analysed by the data analytic company Spikes Cavell. This data then allows public bodies to analyse how much they spend, on what category of goods/services, and the size and locality of the suppliers used. It also allows organisations to compare their data with that of other public bodies.

2.6 The Spikes Cavell data shows that the Council spent a total of £211.3m with 3406 suppliers. Further analysis shows that of the total spent, £45.1m (21.39%) was spent locally with 650 North Ayrshire suppliers, this is an increase of £1.9m local spend from the previous year. This information is vital in supporting the procurement pillar of the Community Wealth Building strategy and the Council Plan performance indicator "percentage of procurement spent on local enterprises".

Spikes Cavell determine supplier locality based on the address from which the invoice is sent. Therefore, it is recognised that this can underrepresent the true economic impact of procurement spend in the local area. Further supporting analysis has been carried out to show more details of the local economic impact of the procurement spend and this is outlined in section 2.24.

2.7 The Council buys a vast array of supplies, service and works and the table below details the top 20 categories by value, as well as the number of suppliers used within each category.

Vcode Vendor Category	Spend	Count of Suppliers
Development Agencies	£ 45,572,422.26	2
Nursing Homes	£ 14,435,420.41	56
Outsourced Building Management Service Providers	£ 13,179,261.86	1
Disability & Special Needs Services Providers	£ 7,105,075.18	19
House Builders	£ 6,393,343.70	2
Adult Residential Care Providers	£ 5,949,670.31	42
General Builders	£ 5,756,052.27	7
Other Social Care & Social Service Providers	£ 5,506,473.97	9
Sports & Leisure Centres	£ 5,080,570.00	5
Other Community Healthcare Service Providers	£ 4,499,191.78	4
Other Child Care Services Providers	£ 4,459,779.62	27
Roofers	£ 4,270,602.90	4
Home Care Service Providers	£ 3,791,818.44	10
Housing Associations	£ 3,311,698.85	6
Early Years Service Providers	£ 3,101,351.18	18
Community-Based Adult Mental Health Service Providers	£ 3,089,877.64	3
Mechanical Engineers	£ 2,871,121.68	4
Non-Residential Main Building Contractors	£ 2,562,811.72	9
Plumbing, Heating & AC (HVAC) Contractors	£ 2,491,739.96	8
Bitumen & Surface Dressing Suppliers	£ 2,313,071.04	2
Total	£ 145,741,354.77	238

2.8 An analysis of the spend by suppliers shows that 39 of the 3406 suppliers used, received more than £1m of business in the last year, equating to 63% of the total annual spend. At the opposite end of the spend profile 1570 suppliers had less than £1,000 spend.

2.9 The top 20 suppliers by spend is shown in appendix 1. These suppliers account for £108.4m or 51% of the total expenditure. The suppliers shown in red are local suppliers i.e. 7 of the 20 suppliers are local and account for £20.3m of spend.

2.10 Spikes Cavell uses the invoice address to determine the locality of suppliers. Using this dataset, it shows that most suppliers used are Scottish. The table below shows the amount spent in each of the 4 nations.

Supplier Location	Spend	% of total Spend	No. of Suppliers
Scotland	£ 171,680,110.80	81.3%	1684
England	£ 35,899,640.10	17.0%	1661
Northern Ireland	£ 3,486,554.87	1.7%	19
Wales	£ 206,057.93	0.1%	42
	£ 211,272,363.70	100.0%	3406

2.11 The data also shows that where the size of the company is known, 78.5% are SME's. The chart below shows more detail and confirms most companies used fall in the small company definition i.e., less than 50 employees.

186

Count of Supplier Name

SUPPLIER SIZE

Large Company, 21.54%

Small Company, 49.14%

Medium Company, 29.32%

2.12 It is also recognised that Third Sector Organisations (TSO) have a key role in delivering vital services for North Ayrshire citizens and strengthening community empowerment and during 2020-21 over £29m was spent with TSOs.

Community Wealth Building and Local Economic Impact

2.13 From a Community Wealth Building (CWB) perspective, buying from local companies is a strategic priority for the Council, however procurement legislation does not permit preferential treatment for companies based on location. In the year covered by the report 21.39% of the total spend was with local companies, this is a 1.41% increase on the previous year. In the Council Plan a target has been set to increase this to 26% by 2024. Achieving the new target, while remaining compliant with procurement legislation, will be challenging and will require a diverse local business base to build capacity and upskill in bidding for and winning public contracts.

2.14 The Council's Procurement and service teams work together to maintain a tender wave-plan of all future tendering opportunities and participate in Meet the Buyer events to raise awareness of opportunities with local suppliers.

2.15 The Council's Business Development Team undertake a vital role and continue to engage with local suppliers to ensure they have visibility of upcoming quick quote and tendering opportunities, assess sector capacity and willingness to bid and provide access to specific training to maximise the success of local companies in winning Council contracts. To outline recent activity, support for businesses in the first half of 21-22 has seen 127 interventions with a cohort of 78 businesses ranging from capacity building, specialist support, consultancy, helping access procurement contract within NAC. This increased support is starting to pay dividends with a number of local suppliers winning quick quotes who previously would not have been invited to tender. Work also continues with the procurement board regarding wave plan opportunities where the Business Development Team have identified tenders totalling c £17m that could be secured locally. Over 100 businesses have been identified who could potentially bid for works and each will be engaged and supported as above should they wish to tender.

This progress is also supported by ongoing research and analysis to enhance the understanding of local spend impact and to identify sector gaps where there is limited local presence is also important to help build local capacity.

2.16 As stated above, the Council spent £45.1m with 650 local suppliers during the year which was an increase from the previous year of £1.9m spent locally. The graph below shows both the actual spend as well as the percentage of the total annual spend with local suppliers over the last 10 years.

Local Spend - 10 year trend

	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21
Local	£20,55	£25,83	£29,89	£31,93	£35,71	£37,29	£44,66	£41,90	£43,24	£45,10
% Local - Full data set	14.90%	16.49%	19.07%	18.88%	18.35%	19.96%	23.02%	20.31%	19.98%	21.39%
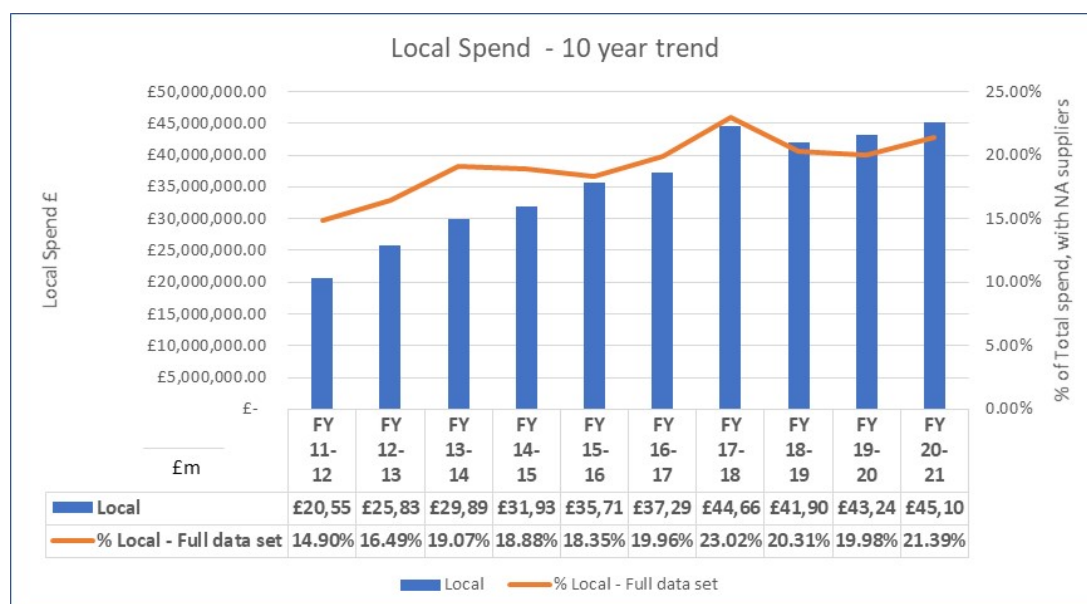
(Note: Data sourced from Spikes Cavell utilising the full spend detail report for each year)

The actual spend data shows a steady increase throughout the 10-year period, more than doubling from £20.5m in 2011-12 to £45.1m in 2020-21

2.17 From the local suppliers used, the top 11 suppliers by value all received more than £1m and the total value for the top 11 suppliers was £25.4m (56% of total local spend). At the opposite end of the spend spectrum 269 suppliers received less than £1,000. The graph below shows the spend distribution across local suppliers.

Local Supplier Spend Distribution (20-21)
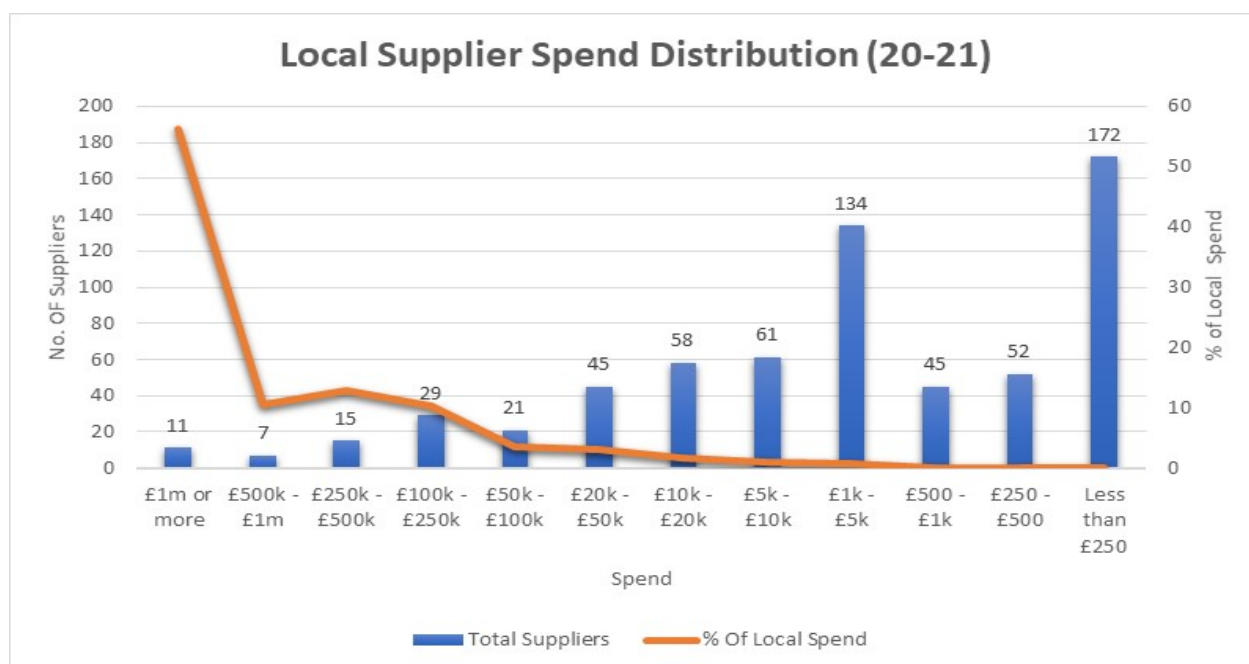
2.18 An analysis of the spend with local suppliers shows that over 75% of the total was spent within the Social Care and Construction sectors.

Aggregate Spend

- Social Care & Services — 43%
- Construction — 33%
- Arts, Sport & Leisure — 12%
- Facilities Management — 4%
- Travel & Accommodation — 3%
- Business Support Services — 1%
- Security Equipment & Services — 1%
- Vehicles
- Healthcare
- Human Resources
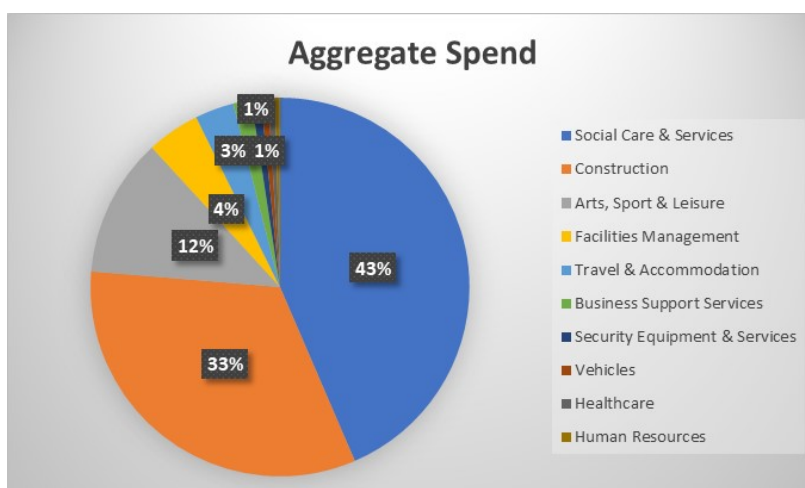
2.19 For lower value procurements, between £10K and £50K for supplies and services and between £10K and £100K for works, the Council use the Quick Quote functionality. The process states that if 5 local suppliers have the capability and capacity to do the work and agree to bid then the procurement will be restricted to those local suppliers, therefore ensuring that a local company benefits from the contract. During 20-21, 39 Quick Quotes with a value of £1.5m were awarded of which 9 with a value of £0.39m were awarded to local suppliers.

2.20 Developing the local supplier base is a key area of focus for the Business Development team, working with potential local suppliers to support business transition and preparedness requirements associated with public sector procurement. As part of our CWB Strategy additional staffing resources are now in place to support greater linkages with Procurement activity. In addition, regular communication and engagement with Council officers involved in the procurement process continues to raise awareness of the local supplier base and their capability to supply the Council.

2.21 Through an analysis of other organisations spend data, a report on other CWB anchor institutions shows that Councils have the highest annual spend and have invested the most within North Ayrshire. The combined spend for NAC, East Ayrshire Council, South Ayrshire Council, NHS Ayrshire & Arran, Scottish Fire and Rescue Service and Scottish Enterprise was £744m with £56m (7.5%) spent with local North Ayrshire suppliers.

2.22 Although procurement legislation does not permit preferential treatment for companies based on location, there is a strong desire within the Council to enable and support local suppliers to be more successful in winning Council contracts. Further, through the CWB Commission and the participation of the other anchor institutions, there is both the scope and opportunity for further growth in local business opportunities. All Officers involved in procuring goods and services can help achieve this ambition. Further, an Ayrshire CWB Procurement Lead Officer Working Group was formed during the year and will carry out further work across the anchors institution to identify potential opportunities for more to be spent within Ayrshire.

2.23 As part of the tendering process, community benefits are requested either on a voluntary basis or as a mandatory requirement, dependant on the value of the proposed contract. The community benefits requested during 20-21 focused on employment, education, supply chain and community projects. The table below shows what was delivered during 20-21

Benefit Type	Delivered Quantity
New Apprenticeships (Weeks)	418
New Jobs (Weeks)	2920
Work Placements	36
School Projects	23
SME/TSO Workshops	21
Community Projects	20

As part of CWB a new approach to community benefits is being developed to maximise the benefits from contracts, this will include the uses of TOMS (Themes, Outcomes and Measure), scoring tenders and the introduction of a community wish-list.

Additional Local Economic Impact of Procurement expenditure

2.24 There are many examples of businesses with a local presence, employing local people, that have a head office out with the Council area. Similarly, high value contracts often involve an element of sub-contracting that could be with local suppliers. Some further analysis has been carried out on the 20-21 spend data to try and identify additional economic benefit from procurement spend in the following areas: Care Homes, Care at Home, Community Support for Adults and construction sub-contracting opportunities. This information is important and based on the rationale outlined below suggests there is a strong argument that it more accurately reflects the local economic impact of the £211.3m spent by the Council.

Care Homes - A review of all adult care home spend was undertaken to identify those homes that are located within North Ayrshire but have an invoice address out with the

Council area. An additional £5.3m was identified as being spent with locally based care homes.

Care at Home – As care at home requires service users to be visited frequently in their North Ayrshire homes, there is a very high probability that the suppliers from out with the Council boundaries will employ local people to provide the service. A review of the spend data shows a further £4.3m that is likely helping to provide local based employment.

Community Support for Adults - like the above, there is a high likelihood of local employment opportunities to provide support for Adults within North Ayrshire. Initial spend analysis has indicated a total of £4.8m being spent on Services delivered locally.

Sub- contracting opportunities – Contact was initiated with the 10 main construction contractors who were asked for details of sub-contracting to local North Ayrshire companies. Of the 4 suppliers who provided a response their total contracted spend was £12.6m of which £4.7m was sub-contracted to local suppliers. Similarly, a significant amount of expenditure is contracted annually with HubSW. Following a request for information on local sub-contracting activity, HubSW advised that they used North Ayrshire suppliers to provide both goods and services and that these suppliers were used for both North Ayrshire contracts as well as other public sector contracts. The graph below illustrates that between 2014 and 2020 local suppliers benefited from over £28m spend from HubSW projects, with £3.6m in 2020.

HubSW - Subcontracting spend to NA suppliers

2014	2015	2016	2017	2018	2019	2020
£2,100,728	£4,943,000	£7,197,657	£5,201,023	£2,799,608	£2,508,492	£3,639,389
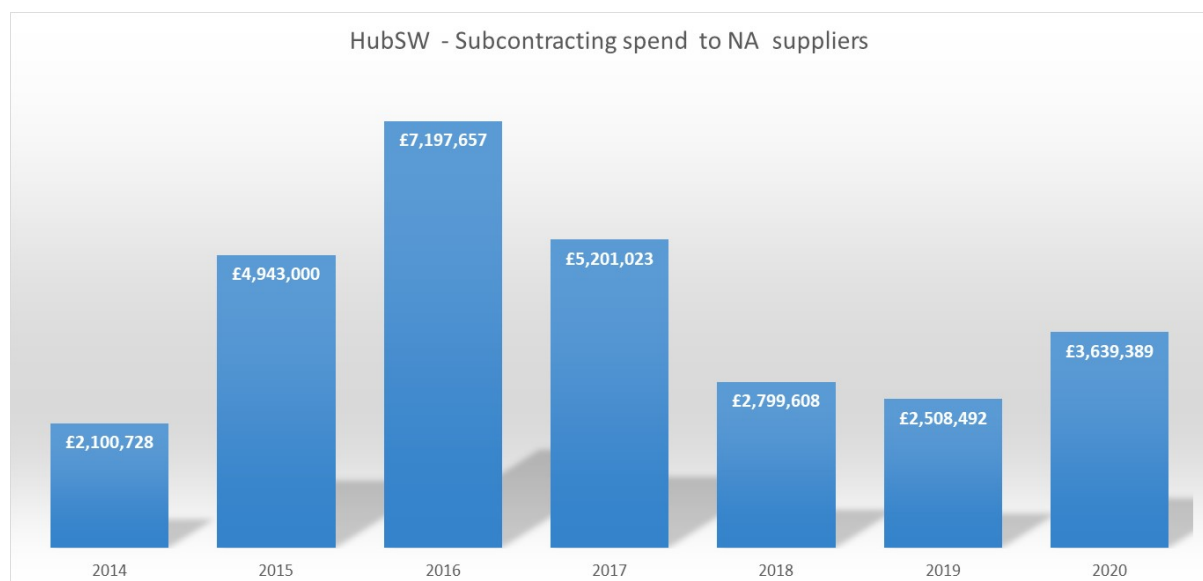
2.25 Although the Spikes Cavell data shows that £45.1m (21.39%) is the Council's local spend data, as detailed above the impact from the procurement expenditure has a much greater local economic impact when we consider locally based care homes, employment opportunities from care at home and community support for adults as well as sub-contracting opportunities.

The graph below illustrates the cumulative impact of the additional areas of spend.

Cumulative Local Economic Impact (20-21)

	Spikes - full Dataset	Care Homes	Care at Home	Support for Adults	Sub-contracting	HubSW
Running Total	£45,109,919.97	£50,467,379.16	£54,860,350.20	£59,729,080.43	£64,423,715.91	£68,063,104.91
% Local Economic Impact	21.39%	23.93%	26.01%	28.32%	30.55%	32.27%
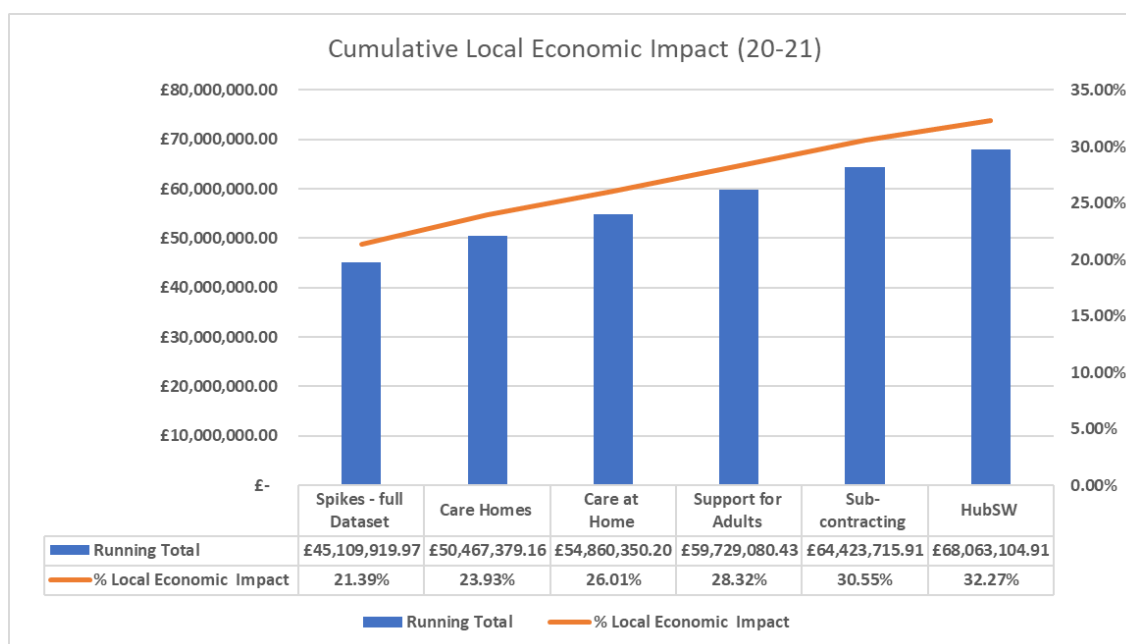
The analysis undertaken to date shows that in addition to the £45.1m direct local spend, a further £22.9m can be shown to have a local economic impact from businesses based in North Ayrshire or creating employment opportunities for North Ayrshire residents. This equates to a cumulative position of 32.7% of total spend in 20-21.

3. Proposals

3.1 Cabinet notes the contents of the report

4. Implications/Socio-economic Duty

Financial

4.1 No direct financial implications within this report, however, all progress in growing the level of local spend will continue to be set within the context of the Council's duty to secure Best Value.

Human Resources

4.2 None

Legal

4.3 Council procurement activities complies with all relevant procurement legislation and the Council's Standing Orders

Equality/Socio-economic

4.4 None

<u>Environmental and Sustainability</u>

4.5   None.

<u>Key Priorities</u>

4.6   None

<u>Community Wealth Building</u>

4.7   **Procurement**
- Community Benefits are requested as part of relevant tenders
- Local suppliers will be identified and invited to quick quotes and supported through tendering and framework opportunities wherever possible.

Employment – As a Living Wage Accredited Employer, the Council strongly believes that all employees should be paid the living wage. The Council encourages all bidders to pay the living wage and as part of future tendering activities, bidders will need to provide more information on their payment of Living Wage practices. This will include the number of staff who are paid and those that are not paid the living wage, with reasons for non-payment also recorded. Procurement and Business Support will use this information to work with suppliers to help them achieve payment of the living wage to all employees on future contracts.

Land and Assets – Not applicable
Financial Power – Not applicable
Democratic Ownership – Not applicable

5.   Consultation

5.1   Throughout all procurement exercises there is direct involvement with all relevant Directorate teams and engagement with other anchor institutions through the Community Wealth Building Commission.

Mark Boyd
Head of Service (Finance)

For further information please contact Anne Lyndon **, Senior Manager – Corporate Procurement ,** on 01294 324097.

Background Papers
Click here to enter text.

Appendix 1

Top 20 Suppliers by spend – 2020/21

Supplier Name	Aggregate Spend
HUB SOUTH WEST SCOTLAND LTD	£ 45,570,922.26
PPP SERVICES (NORTH AYRSHIRE)	£ 13,179,261.86
NORTH AYRSHIRE LEISURE LIMITED	£ 5,053,915.00
MCTAGGART CONSTRUCTION LTD	£ 4,728,895.97
MARLEY CONTRACT SERVICES	£ 3,967,226.29
HANSEL ALLIANCE	£ 3,710,968.86
CSN CARE GROUP LTD T/A CAREWATCH	£ 2,990,350.84
MCLAUGHLIN & HARVEY LTD	£ 2,981,023.94
RICHMOND FELLOWSHIP SCOTLAND	£ 2,949,634.33
EMTEC PROPERTY SERVICES LTD	£ 2,789,075.34
JAMES FREW LTD	£ 2,378,088.40
BUCKREDDAN LODGE NURSING HOME	£ 2,367,289.82
D MCLAUGHLIN & SONS	£ 2,284,394.78
CORNERSTONE	£ 2,242,489.30
HILLHOUSE QUARRY GROUP T/A MACASPHALT	£ 2,105,152.86
HAMILTON TARMAC	£ 1,962,135.19
KEY HOUSING ASSOCIATION LTD	£ 1,954,522.44
HC ONE OVAL LTD-FULLARTON CARE HOME	£ 1,786,750.84
QUARRIERS	£ 1,714,245.00
CALEDONIA CARE HOME	£ 1,709,513.15
	£ 108,425,856.47

NORTH AYRSHIRE COUNCIL

30th November 2021

Cabinet

Title:	**Chief Social Work Officer Annual Report**
Purpose:	To provide the report of the Chief Social Work Officer to Cabinet as required by the Scottish Government's Guidance
Recommendation:	That Cabinet note and endorse the report set out at Appendix 1.

1.   Executive Summary

1.1   There is a requirement for every Local Authority to appoint a professionally qualified Chief Social Work Officer (CSWO) and this is contained within Section 3 of the Social Work (Scotland) Act 1968 as amended by Section 45 of the Local Government etc. (Scotland) Act 1994.

1.2   In line with the legislation and guidance, the CSWO is required to prepare an annual report for the Council, on all statutory, governance and leadership functions of their CSWO role.

1.3   Given all social work and social care functions have been formally delegated to the Integrated Joint Board this report will also be presented to North Ayrshire's Integration Joint Board.

1.4   This is the twelfth annual report covering the period of April 2020 to March 2021. It is attached as Appendix 1.

2.   Background

2.1   In 2014, the Office of the Chief Social Work Adviser, following consultation with CSWOs across Scotland, SOLACE, the then ADSW and others, identified a more standardised approach to prepare the annual reports.

2.2   Due to Covid-19 and the additional pressures this has put on services and CSWO's, it was agreed that the template for the report should be a shortened version, which was also used last year.

2.3   The report provides an overview by the CSWO of the partnership structures, robust governance arrangements and the performance of social services in the context of the demographic landscape of North Ayrshire and the delivery of Social Services. It looks more closely at the statutory functions of the service and the quality and workforce development within our services. The report is also forward looking,

reviewing the preparation for key legislative changes that will impact on our delivery and outlining the key challenges the service will be facing in the forthcoming year as we deal with the impact of Covid-19.

2.4   The report highlights the range of Social Work activity throughout the year and places that in the context of the socioeconomic challenges faced locally. Of note, the following three areas should be highlighted:

2.4.1 The most recent Scottish Index of Multiple Deprivation (SIMD) figures have reaffirmed the deep structural challenges faced by many communities in North Ayrshire despite steady progress by North Ayrshire Council and partners in their ongoing commitment to eradicate poverty. North Ayrshire is ranked as the 5th most deprived area of Scotland, which is the same position it held in the previous SIMD of 2016. Disadvantage experienced in North Ayrshire in the domains of Income, Employment, Education and Housing are likely to increase the demand for Social Work interventions. There are significant challenges for Social Work due to a combination of the financial pressures, demographic changes and the cost of implementing new legislation and policy. Although the North Ayrshire population is set to fall by around 2% by 2025, we will experience an ageing population. Between 2018 and 2025, those aged between 65 and 74 years of age will increase by 0.7% and an increase of 2.3% for those aged 75 years and above. We do have a shrinking population in relation to 0–15 year olds and also our working aged population (16–64-year-olds).

2.4.2 The impact of Covid-19 on people and communities in North Ayrshire is still being experienced. At the beginning of "lockdown", in March 2020, we saw a reduction of referrals in both child and adult protection as well as other areas of Social Work. As the lockdown measures have become less stringent and children have returned to school, referrals to Social Work Services have started to increase across all aspects of our work. In the last year, we have seen an increase in the number of children requiring Child Protection Orders in order to keep them safe. However that said, we have seen a decrease in the number of children who have become newly accommodated away from home. This is the lowest number of children being received into alternative care since 2017-2018.

2.4.3 The Health and Social Care Partnership structures create possibilities to take a whole system approach to delivery of services and the Social Work role and function within this environment will remain a vital one if these possibilities are to be realised. Throughout this annual report, examples are given of new and innovative approaches to the delivery of Social Work Services.

3.   **Proposals**

3.1   It is proposed that the Integration Joint Board notes the key themes and challenges detailed in the report and that it endorses the report as set out in Appendix 1. The report highlights the role of Social Work in helping the Partnership and Council achieve their priorities. Examples from the report that I would like to highlight are as follows:

3.1.1 Our Service Access team working more closely with our Drug and Alcohol Recovery Service to identify more appropriate pathways of support for those impacted by

substances, through a test of change pilot whereby Recovery Development Workers with lived experienced responded to referrals received into Service Access related to addiction-based difficulties. This proved to be highly effective and although the test of change has come to an end, a funding application has been made to continue this approach to allow the team to build on the success experienced.

The introduction of Practice Reflective Improvement Dialogue sessions as a response to learning identified from previous initial and significant case reviews in relation to children and young people has also been launched in the last year. These are multi agency reflective sessions which seek to ensure that children are at the heart of all decision making, that adult voices are not over privileged and that we enhance opportunities for professional reflection and that we increase professional curiosity of those who support our children and young people.

In April of this year, we also launched our Child Sexual Abuse (CSA) Strategy – the first of its kind in Scotland. This will ensure that people become more knowledgeable and confident about CSA and will know what to do if they suspect it is happening. We are also hopeful that children and young people will became more comfortable and confident about talking about this topic if they see that others around them (adults) are talking about it.

3.1.2 At the outset of the pandemic, a joint inspection of services for children at risk of harm across North Ayrshire was due to commence, however it was understandably postponed. At the time of completing the CSWO report for 2020-2021, services in North Ayrshire were getting ready for this inspection activity to be reinstated.

3.1.3 Justice Services continue to have a positive impact on the local community. Our service user group, MAD (Making a Difference) continues with weekly activities and has been particularly supportive of service users during the Covid-19 lockdown. Our Community Payback Order (CPO) Unpaid Work scheme has shown continuous performance improvement for the eighth year. We had 100% of our service users complete Level 1 orders within the required timescale and 100% of our Level 2 service users.

3.1.4 The response of social work services to the Covid-19 crisis has been outstanding. Staff in both Children & Family and Justice Services alongside Adult Services have worked tirelessly and have gone the extra mile, to ensure that those most in need continued to be provided with essential services. This achievement would not have been possible without the undeniable support which has been afforded to us by partner agencies and by family members and also the wider community. As we emerge from the pandemic, we can see the impact it is having on health, wellbeing and public protection.

3.2 **Anticipated Outcomes**

That the Council and the Scottish Government are made aware of the positive impact of Social Work Services in North Ayrshire as well as the significant challenges that are being faced.

3.3 **Measuring Impact**

Impact will be measured in terms of the direction and support to continue to transform the delivery of Social Work Services.

4. Implications/Socio-economic Duty

Financial

4.1 None.

Human Resources

4.2 None.

Legal

4.3 None.

Equality/Socio-economic

4.4 None.

Environmental and Sustainability

4.5 None.

Key Priorities

4.6 This report covers matters which contribute to the key priorities around vulnerable children and adults within the North Ayrshire and the Council and IJB Strategic Plans.

Community Wealth Building

4.7 Anticipated greater community and service user involvement in the design, commissioning and reviewing of Social Work Services.

5. Consultation

5.1 The Chief Executive of North Ayrshire Council and members of the Extended Partnership Senior Management Team across the partnership have been consulted on this report.

Caroline Cameron
Director of HSCP/Chief Officer

For further information please contact **Elizabeth Stewart, Interim Chief Social Work Officer/Senior Manager, Children and Families,** on **01294 317750**.

Background Papers
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Chief Social Work Officer Report

North Ayrshire Council
Comhairle Siorrachd Àir a Tuath

NORTH AYRSHIRE
Health and Social Care
Partnership

2020 – 2021

Contents

Introduction

Welcome to the annual Chief Social Work Officer (CSWO) report for North Ayrshire for the year 2020/2021.

This report comes at a time when I have been appointed in the role as Interim Chief Social Work Officer, after the retirement of David Macritchie in May 2021. I welcome the opportunity to lead and support with the continued enhancement of both Social Work and Social Care services in North Ayrshire. Like last year, this report is a shortened version of the standard annual report as directed by the Office of the Chief Social Work Advisor to all CSWO's.

Similar to our previous CSWO, I currently hold the post of Senior Manager within Children and Families and Justice Services. However, in recognition of the pivotal and crucial role which the CSWO plays, the North Ayrshire Health and Social Care Partnership (NAHSCP) are currently in the process of recruiting a standalone CSWO who will be in post late 2021.

The speed and scope of the coronavirus crisis has posed extraordinary challenges for everyone across the world. The successes I am reporting on over the last 12 months could not have been achieved without the commitment of our entire Social Work and Social Care workforce, as well as the commitment shown from our multi agency partners throughout North Ayrshire. I am immensely proud of the selfless commitment which has been shown by those mentioned already.

Elizabeth Stewart

Interim Chief Social Work Officer

North Ayrshire Health and Social Care Partnership

North Ayrshire Demographics

North Ayrshire is home to over 134,740 people, (National Records for Scotland, 2020) all living in its many towns, villages, and islands, with slightly more females (52.4%) than males (47.6%). 16.7% of the population are aged 0 to 15 years, 10% are aged 16 to 24 years, 21.3 % are aged 25 to 44%, 29.4% are aged 45 to 64 years of age, 12.8% ages between 65 to 74 years of age, with 9.9% of our population aged 75 years and above.

The latest update of the Scottish Index of Multiple Deprivation has reconfirmed the deep structural challenges faced by many communities in North Ayrshire, despite steady progress by North Ayrshire Council in its ongoing commitment to eradicate poverty. North Ayrshire is ranked as the fifth most deprived council area in Scotland. Some of the area's most heavily affected by deprivation are concentrated in the Three Towns and Irvine areas but areas in Kilwinning and the Garnock Valley also have above average deprivation.

All our communities in North Ayrshire have their own characteristics and needs and we recognised that a one size fits all approach to service delivery is not appropriate. A blanket service may be of great benefit to one community and of little value to another.

Therefore we are now designing local services based on local need, identifying the health and social care priorities in communities, and developing services that help people access the right services at the right time.

1. Governance and Accountability

The requirement for each Council to have a CSWO was initially set out in Section 3 of the Social Work (Scotland) Act 1968 and further supported by Section 45 of the Local Government etc. (Scotland) Act 1994.

The role of the CSWO is to provide professional governance, leadership, and accountability for the delivery of social work and social care services, not only those provided directly by the HSCP but also those commissioned or purchased from the voluntary and private sector.

Social work services are delivered within a framework of statutory duties and powers and are required to meet national standards and provide best value.

The post of CSWO should assist authorities in understanding the complexities of social work service delivery and the role which social work plays in contributing to the achievement of local and national priorities and outcomes. The post provides professional advice to local authorities, elected members, and officers on the authority's provision of social work services which are delivered across children's, adults, and justice services.

Since the advent of HSCPs, the role of the CSWO remains complex, given the diversity of governance and accountability structures. The responsibility for the operation of social work services was devolved to the IJB and in recognition of the continued importance of this role, the CSWO is a standing member of the IJB as one of the professional advisors.

We continue to work across professional boundaries in the partnership. Health colleagues require advice from the CSWO in terms of their role, remit and responsibility for the social work tasks undertaken within their integrated teams. Conversely, social workers, rightly demand the support and clarity provided by their professional lead.

Within the NAHSCP, I am a member of the Partnership Senior Management Team (PSMT) alongside Heads of Service, Principal Managers, and other professional leads for health disciplines. The PSMT meets on a weekly basis. Outwith these meetings, I meet regularly with the NAHSCP Director and Heads of Service and contribute fully to any matters relating to social work quality and performance. Regular meetings with the Chief Executive, to whom I am directly accountable, as well as attendance at strategic forums of the local authority and Community Planning Partnership (CPP), allow me to effectively deliver the functions of the CSWO in North Ayrshire. As CSWO, I sit on several steering groups and strategic partnership forums that look to deliver on the CPP's priorities.

The Children's Services Strategic Partnership has overseen the Improving Children's Outcomes agenda and is responsible for the strategic direction of children's services across North Ayrshire. Our Children's Services Plan 2020-2023 makes promises to the children of North Ayrshire and we are meeting those promises through partnership working and the development of supporting strategies and actions to realise the intended outcomes.

Our current Children's Services Plan builds on the previous plan's priorities and the themes which it focuses on are: -

- Young peoples' rights and views are respected and listened to
- Early Intervention and Prevention
- Reducing inequalities and improving outcomes
- Supporting social, emotional, and mental wellbeing
- Physical activity and healthy weight.

The Corporate Parenting Strategy places responsibility on partners for working together to meet the needs of looked after children and young people.

Partnership working is the key to the delivery of social services against local and national outcomes. The CPP 'Fair for All Strategy' delivers the Local Outcomes Improvement Plan 2017–2022. This identifies four priorities, all required to build stronger communities for the people of North Ayrshire to live safely, in better health, without poverty, and by giving our children and young people an opportunity to have the best start in life.

I am also an advisor to North Ayrshire's Chief Officers' Group for Child and Public Protection and I'm a member of both the Child and Adult Protection Committees.

As professional lead for social work in NAHSCP, I chair a monthly Social Work Governance Board which focuses on the quality and support required by our social work staff, both registered and non-registered, to ensure we deliver effectively to the people in North Ayrshire. The inception of the Health and Social Care Partnership has seen this governance board sit amongst one of many that have been set up to establish necessary accountability in the health professions. As health and social care services have become integrated, it has been important to maintain a forum in which the professional integrity of the social work discipline is a key focus. However, it is equally important to have mechanisms by which learning can be shared and scrutiny robustly delivered on cross-cutting issues. The Clinical Care and Governance Board, of which I am a member, is the overarching governance group to which all other governance groups report.

1.1 Overview of the North Ayrshire Health and Social Care Partnership

Visions, Values and Priorities

North Ayrshire Health and Social Care Partnership is working towards a vision where:

"All people who live in North Ayrshire are able to have a safe, healthy and active life"

Our Partnership includes health and social care services within Health and Community Care Services, Mental Health and Learning Disability Services and Children, Families and Justice Services.

We are in the final year of our three-year Strategic Plan. This Strategic Plan allowed us to confirm with the people who use our services, North Ayrshire residents and staff, that we should continue to focus on these five priorities:

North Ayrshire Needs Assessment

To better understand the health and care needs of North Ayrshire, we produced a Strategic Needs Assessment. The following summary provides some of the key areas for action.

In addition to the demographics provides earlier in this report, population projections continue to suggest two population changes which will have an impact on health and social care in the future.

- The North Ayrshire population continues to decrease and is expected to shrink by 2% between 2018 and 2025

- Within this falling population, we will continue to see a growing older people population, with those 65+ accounting for over 25% of the population by 2025. This also implies a shrinking younger (0-15) and working age (16-64) population.

Between 2018 and 2025, those aged between 65 and 74 years will increase by 0.7% to account for 13.3% of the population. However, those aged 75 plus will increase by 2.3% over the same period and will account for 11.9% of the population in 2025 (or 15,757 people).

North Ayrshire continues to be an area of high deprivation resulting in both social and health inequalities across the population. The most recently published Scottish Index

of Multiple Deprivation figures suggest as much as 42% of North Ayrshire's population live within areas that are considered among the most deprived areas in Scotland. Information published by the charity EndPovertyNow, suggests that 28.3% of children in North Ayrshire live in poverty, greater than 1 in 4 children.

27% of local people are living with a long-term condition (LTC) (which could include Arthritis, Asthma, Diabetes, Chronic obstructive pulmonary disease (COPD). Long-term conditions are more common in older age groups, with the proportion of people living with one or more LTC increasing with age. Only 1.7 people in 10 under 65 have a long-term condition, unlike those 85+ where 9.2 people in every 10 live with a LTC. Those living with more than one long-term condition (multi-morbidity) increases with age, with approximately 15% of over 65s with multi-morbidities, compared with less than 5% of under 65s.

Across most acute hospital measures (including, Emergency Admissions, Unscheduled Bed days, Delayed Discharges and preventable admissions), we see higher proportions of people from older age groups, and as highlighted before, those proportions increase with age. As such, those aged 75 years or over account for the greatest volume of emergency admissions, unscheduled bed days and delayed discharges. When taking this in context with the population projections, a growing population of those aged 75 years plus is likely to place additional demands on local health and care services.

However, those aged 75 years plus also account for the greatest volume of potentially preventable admissions, which suggests more community-based services could help reduce demand on acute hospitals.

Mental Health concerns continue to rise, with the percentage of the local population receiving medication for some form of mental health condition increasing each year.

In 2018, 21.7% of local people were receiving some form of Mental Health medication. North Ayrshire is continually higher than the overall percentage for the health board area and Scotland. This suggests a greater demand for local Mental Health support. When looking at hospital admissions, North Ayrshire's rates are below that of Scotland as a whole, and mostly in line with the NHS Ayrshire and Arran health board area. However, unlike general acute admissions, the highest proportion of Mental Health admissions are amongst adults aged 18-44 years, suggesting a demand within this age group for mental health services.

In 2018, 73% of primary 1 children in North Ayrshire were reported as being of a healthy weight and as having no dental concerns. While this is a positive figure, it suggests that 27% of local children are not of a healthy weight and have concerns over their dental health. For healthy weight, North Ayrshire compares unfavourably with the health board area (75%) and with Scotland as a whole (77%). For dental caries, North Ayrshire compared favourably with the health board area (70%) and with Scotland as a whole (72%).

A further priority for action is in relation to substance use. While alcohol related admissions to hospital appear to decrease year on year, North Ayrshire reports higher volume of admissions compared to the Health Board Area and Scotland as a whole.

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In addition, alcohol related deaths were reported as increasing (at the latest reported data) with North Ayrshire experiencing a higher proportion of deaths when compared to the health board area and Scotland as a whole.

Like alcohol related hospital admissions, admissions related to drugs are also continually higher in North Ayrshire when compared with the health board and Scotland. Drug related admissions are increasing year on year in North Ayrshire, the health board and across Scotland. Drug related deaths across Scotland have steadily increased year on year. In both North Ayrshire and the health board area, the proportion of drugs deaths has fluctuated each year. However, despite fluctuations, in most years North Ayrshire has reported a higher number of drug related deaths against both the Health Board area and Scottish average.

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2. Service Quality and Performance

2.1 Children, Families and Justice Services

Regular performance reports are readily available within Children and Families which includes activity data and management information which allows staff to see how our teams are performing and responding to risk. Key data in relation to Child Protection Referrals, Investigations and Case Conferences are collated, alongside data in relation to Adoption and Permanence.

The number of child protection concerns this year compared to last year has increased by 4%. Concerns which have progressed onto Child Protection Investigations remain largely static to last year with a conversion rate around 42%. 65% of cases subject to a CP investigation then progressed to case conference. With 78% of children subject to a case conference then being placed on the Child Protection Register. Risk factors most commonly associated with Child Protection Registrations this year are Emotional Abuse, Parental Mental Health problems and Neglect. During 2020/21 there were 253 de-registrations and 169 of these were due to improved home situations.

This year the Partnership has seen a rise in the number of Child Protection Orders being applied for and granted. An increase on last year of around 23%, with a total of 39 Child Protection Orders being authorised.

In the last year, there has been a decrease in the number of children and young people newly accommodated. In this reporting period, 63 young people where newly accommodated, a decrease of 21 children from the year before. This is the lowest number of young people requiring alternative care since 2017/2018.

As expected, due to the impact of the pandemic on court functions, the number of children either being legally secured through adoption or permanence has also decreased, as did the number of children who had decisions made about their long-term future. There were 4 successful adoptions in 2020/21

Children and young people requiring the intensive safety which secure care brings, also decreased significantly during 2020-2021, with only 1 young person requiring this level of care. This is a decrease of 75% from the year before.

Our number of in-house foster carers has risen from 98 to 103 over the last year, with 9 new foster carers being approved. As at the 31/03/2021, there were 168 children with Foster Carers provided by the Local Authority. The number of children in Kinship care has remained at 343.

See appendix for full statistical information.

Outwith Child Protection and Adoption and Permanence work, our Children and Families Teams have been involved in a variety of other work to support our children and young people over the last 12 months.

The Promise

North Ayrshire Council has committed to fulfilling "The Promise" to ensure that children and young people who are care experienced are listened to and experience a less fractured and bureaucratic system during some of the most difficult times of their lives.

To date the partnership has progressed initial works in relation to: -

- Developing a Communications Plan
- Developing Stakeholder analysis
- Promise Roadshows underway
- Application for funding for co-ordinator role
- Recruitment ongoing for two posts (Youth Worker & Engagement/Participation lead)
- Training (Signs of Safety, Safer & Together, Trauma Informed) – we see such approaches as being instrumental to creating cultural shifts in practice focussing on family strengths and engaging the family network in wider safety plans whilst still holding the child's safety and voice at the heart of any plan
- Review of key documentation underway
- Meeting (and follow up) with The Promise national team
- Informal national Promise group meeting monthly – chaired by the Head of Services within HSCP

Summer Hubs

The Partnership worked closely with colleagues from Education over the summer of 2020 to, in a very short period, create hubs for both children of key workers and those who were vulnerable. This required careful planning for accommodation, transportation, staffing, food, and resources. These hubs provided environments for children to thrive in, whilst promoting resilience at a time of national anxiety through positive play and inclusion. Please follow the attached link for some of the memories of summer 2020.

Our emergency childcare provision for these children commenced on Monday 23rd of March across all nine secondary schools. This moved to six locality hub school buildings on Wednesday, 25th March. This provision was staffed by volunteers from across the services.

The Ghillie Dhu Crew

The Ghillie Dhu Crew is a group set up in 2017 by our Family Placement Team for children permanently in foster care in North Ayrshire, to provide an alternative to organisations such as Brownies or Scouts which can sometimes feel challenging to young people with care experience. During the last year, one of the challenges set by the facilitators and presented by the Chief Ghillie Dhu, was to do something to lift spirits in the local community. The children were given a card that they wrote a personal message on and produced Hug Bugs - a small wooden heart with "hug" on it that could be hung up – and together with a poem and a handwritten note, these were distributed to older or isolating and shielding people in North Ayrshire. 94 Hug Bugs have since cheered up residents, while the children had great fun focusing on the task and talking about what lockdown meant for other people. Some members of the community wrote back to the children.

This has helped to engage, entertain, and distract children during lockdown, with them learning, connecting, and taking on new challenges. Carers also enjoyed spending time on these projects with the children, and group members have created a separate online facility where they can share achievements, worries and concerns during these unprecedented times

> *"Just to let you know I received my card with message – sending you a hug*
> *from a little bug – I was quite impressed. When you stay by yourself (Especially during lockdown) you do feel lonely at times but knowing that some one is thinking of you*
> *makes a big difference. So thank you, keep up the good work"*

National Portrait Gallery

A joint funding submission with the National Portrait Gallery, North Ayrshire Alcohol Drug Partnership, North Ayrshire HSCP and North Ayrshire Youth Services was successful in securing £60,000 from the Youth Recovery Fund. The Youth Recovery Fund has been set up to support the wellbeing of all children and young people impacted by COVID-19. This funding has supported an exciting range of art programmes, initiatives and exhibitions in North Ayrshire which had a choose life message and encouraged positive mental health & wellbeing amongst our children & young people.
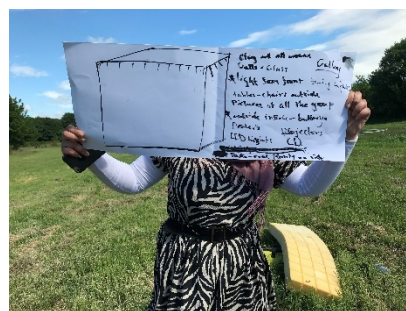
Work from our children and young people featured in The National Portrait Galleries exhibition, 2020 Stories, Portraits and Visions.

During the second period of lockdown, our Children and Families teams worked in partnership with families to offer one off funding to promote any care experienced child or young person's attainment. This involved a spend of up to £250 where the child and family could identify an area of interest or passion for the child or young person to promote their attainment in some way. This allowed for creative thinking and flexibility and a range of opportunities were identified for children young people and their families. This ranged from a National Trust subscription promoting the child's interest in history alongside family activity offering the whole family an opportunity to spend time supporting this interest. Equally we have had young people being included in equine opportunities and other sporting opportunities. In turn these opportunities have often benefitted the young person's overall health and wellbeing.

Throughout the pandemic, several other initiatives have been taken forward by NAHSCP staff to limit the impact of inequality and poverty.

Utilising the "Get Connected Fund" and "Connecting Scotland" for several children and families to enhance participation in learning and provide ongoing connection with those offering them essential support. To ensure that young people could be digitally connected especially during the pandemic, 265 devices including 54 Chromebooks, 45 laptops and 25 iPads were distributed, alongside dongles to allow free internet access for two years, to vulnerable children and young people, as well as care leavers attending college.

Additionally, we assisted some of our more vulnerable families to make online applications for free school meals boxes. Children and Families staff also provided a range of activities to our children and families including arts and crafts activities, scavenger hunts and booklets with activities that would cost under £1 to take part in.

Applications to the Cash for Kids Emergency Grant Fund raised £10,500 for our most vulnerable families, providing them with essential items during the lockdown period.

Donations of bicycles were received and distributed to families, assisting them with mobility and outdoor opportunities to enhance their wellbeing and donations of children's clothing were collected and distributed to families who required them.

Community Hubs

When the country first went into lockdown, our Service Access team (our social services front door) did not receive the anticipated increase in referrals and instead discovered that our Community Hubs were overwhelmed with referrals. These Community Hubs were set up for those who do not have existing family or community support and needed help with tasks such as getting groceries, access to finances, paying bills, getting their prescribed medications, or generally ensuring a person's wellbeing. These Hubs were not open to the public but were used as a base for a small, coordinated team of volunteers.

This presented an opportunity to encourage collaboration and connection across services in response to the pandemic. Within 5 days, the Service Access team realigned their service to attach a staff member to each locality hub. From here,

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through shared vision, values and commitment, the team built on existing relationships and delivered a scaffolding of help and support to those most in need.

Recovery Development Workers (RDW's)

It was recognised that at the pre-contemplative stage for change, that people were reluctant to become involved with services to address their addiction issues. Additionally, when people agreed to address their addiction, with the existing referral processes at the time, coupled with continued chaotic lifestyles, appointments were often declined.

Therefore, it was agreed by Service Access and our North Ayrshire Drug and Alcohol Recovery Service (NADARS) that RDW's may be a useful way to attempt to offer necessary support, at the earliest stage possible to mitigate risk to individuals

A test of change was initiated on 17th December 2020 to set up a process that would enable Service Access to access RDW's from NADARS to provide an Early and Effective Intervention for adults within our local communities to address their addictions and therefore improve their living environments/mental health & wellbeing and their life chances. This would be an earlier, softer, and more appropriate and person-centred approach to engage individuals with any addiction issues and to encourage individuals to consider a recovery pathway.

14 individuals were supported by the process, 12 adults living in the community and 2 parents residing with children. Outcomes for service users have supported opportunities to address their addiction. However, it has also addressed other issues such as loneliness, mental health issues, offered practical support within their homes as well as directing them to other services such as Money Matters, DWP and Utility Companies. As well as benefits to the Service User, this pilot brought services together, all gaining a better understanding of each other's roles and responsibilities. The staff were extremely positive due to the outcomes achieved and the positive working relationships established.

Case Study

"A young female aged 17, who has had family issues, was referred to the Mental Health Worker within the GP Surgery by Service Access worker. (A) has struggled with low self esteem and appears to have been using alcohol/at times substances as a means of coping. She lives at home with her mum and her boyfriend is mainly there also. (A) had also agreed to a visit from the RDW"

"(A) engaged during initial joint visit with SA and RDW, agreeing to continued short term engagement. She was supported with referral to Money Matters Team and now in receipt of Universal Credit, alleviating poverty and stress. She has been able to reflect on underlying reasons for alcohol consumption and has refrained from consuming alcohol or taking drugs since intervention commenced. This has improved her physical and mental health and her family relationships"

The test of change has come to end, however owing to the success, a funding application has been made to the Corra foundation whereby we are looking to secure

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funding to recruit a RDW who would be based within our Service Access Team in order to build on the success during the test of change period.

Rosemount Crisis Intervention Team

The Rosemount Crisis Intervention Team deliver individualised and tailored packages of support, with the aim of strengthening parenting capacity, empowering young people, and keeping families together within their communities. The work of the service ties-in closely with The Promise (Scottish Government, 2020) in that the five foundations of the promise – Voice (child-centred approach that advocates for the needs/rights of young people), Family (taking a whole family approach to ensure residential accommodation is a last resort), Care (where children can't remain with birth parents, we seek to promote Kinship care), Scaffolding (building networks of support within local communities) and People (fostering positive relationship between our workforce and those we support) – is reflected in the work we do. During the year 2020-21, Rosemount supported 276 young people and their parents/carers. This figure is down from 324 from the previous year, however, it is recognised that COVID-19 will have impacted on our numbers, and the team had two staff members who relocated to new roles, taking their respective caseloads with them.

Of those 276 cases (95%), of young people were maintained with their families – an increase from the 94% the previous financial year. This increase comes despite it being identified at the point of referral that 88% of cases had significant difficulties in relation to family dynamics, whilst deficits in parenting capacity had been identified for 92% of referrals. The team offer 7-day support and covered 34 out of 52 (65%) weekends during the year. The success of the service in the past year is testament to the relationship-based values the service is predicated on, as well as the ability of the team to upskill and empower families to resolve their differences and stay together.

Practice Reflective Improvement Dialogue

Practice Reflective Improvement Dialogue is a multi-agency initiative which has been introduced within North Ayrshire this year in response to the learning from Initial Case Reviews and Significant Case Reviews. The learning from these case reviews has highlighted that a cultural shift is required which puts children at the heart of all decision making and ensuring that adult voices are not over privileged, enhancing opportunities for professional reflection and leaders supporting workers to be accountable for their practice and increase professional curiosity. PRI Dialogue sessions are multi-agency sessions to reflect on Child Protection cases, with the following 3 main objectives:

- Workers in North Ayrshire increase their professional curiosity and appropriately challenge colleagues to protect children and young people

- Workers have opportunities to professionally reflect to ensure that practice is centred around protecting and meeting the needs of the child

- Workers have an improved understanding of the child's experience and ensure that adult's voices are not over-privileged

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Inspection of Children's Services

A joint inspection of services for children at risk of harm across North Ayrshire was due to commence at the outset of the pandemic, understandably it was postponed, however inspection activity has now been reinitiated and North Ayrshire's joint Children's Services will be inspected over a 6-month period, commencing as of August 2021.

Justice Services

Our Justice Service works in partnership with the justice system. It liaises with court staff, informs and monitors court proceedings, and ensures non-custodial options are available that can reduce re-offending and address underlying causes of offending.

We recognise for those people who have been through the justice system that they want to be productive and make positive contributions to their communities, we work together to help them achieve better outcomes. We aim to:

- Help people to make the move from prison to the community
- Prevent re-offending
- Enable people to give back to their community

We work with other agencies, organisations and stakeholders such Youth Justice, Adult Support and Protection and MAPPA (Multi Agency Public Protection Arrangements.)

Community Payback Orders

The latest Government statistics on Community Payback Orders (CPO) (2019-20) show that North Ayrshire has the third highest number of CPO's imposed per 10,000 population in Scotland at 63.5 per 10,000 population. The Scottish average is 43.3 per 10,000 population.

There has been a steady decline in the number of Criminal Justice Social Work Reports (CJSW) since 2015-16, until 2019-20 where there was an indication of a slight upward turn. This said numbers are again on the decline in 2020-21, however largely thought to be due to the result of COVID-19. The latest Government statistics on CJSWs for 2019-20 reveal North Ayrshire sitting at 82.7 per 10,000 population. The Scottish average is 73.7 per 10,000 population.

Numbers of those subject to a Level 1 CPO varied greatly from 2019-20 due to COVID-19. For example, 2019 saw 92 out of 93 completed within timescale, whereas 2020-21 saw 21 out of 21. This is like the Level 2 CPO's which saw 161 out of 165 in 2019-20, whereas 2020-21 saw 24 out of 24 completed within timescale.

Level 1 CPO unpaid work completed within timescale

Year	% Completed
2013-14	89.9%
2014-15	88.8%
2015-16	90.3%
2016-17	93.3%
2017-18	95.3%
2018-19	95.6%
2019-20	98.9%
2020-21	100.0%

Local Target: 57%

Level 2 CPO unpaid work completed within timescale

Year	% Completed
2013-14	74.6%
2014-15	82.5%
2015-16	92.5%
2016-17	95.6%
2017-18	94.3%
2018-19	97.3%
2019-20	97.6%
2020-21	100.0%

Local Target: 67%
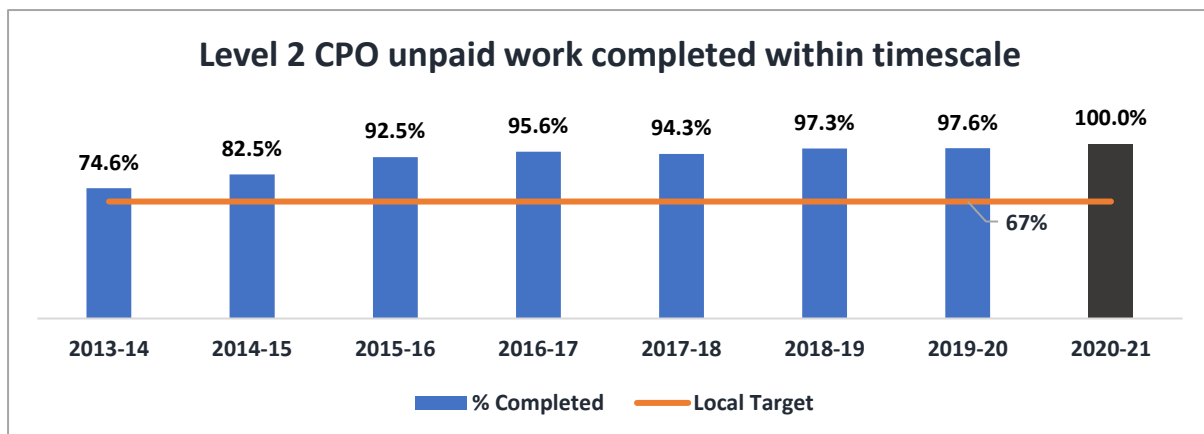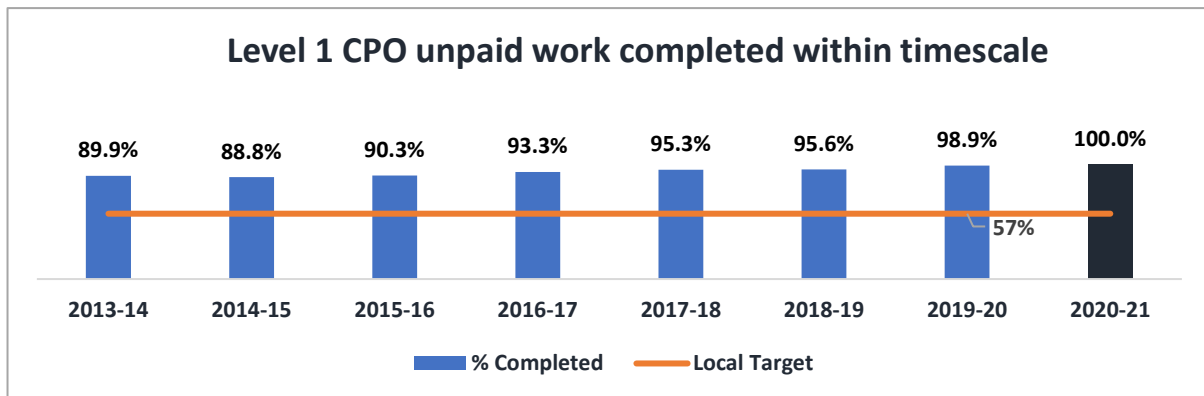
Our Justice Services continue to have a positive impact on the local community through the Community Payback Order (CPO) unpaid work scheme. For the eighth year we have continuously over-achieved against targets for CPO level 1 and level 2.

We currently have 189 people of all ages and abilities undertaking unpaid work. The unpaid work teams generally undertake a variety of tasks for the benefit of local communities, due to coronavirus government guidelines, restrictions and health and safety, this year has looked slightly different regarding the variety of tasks we have been able to undertake.

Reintegration into communities remains the ethos of Community Payback Orders, and with that aim in mind, we continue to have Employability Mentors based within the Community Payback, Unpaid Work Team. Since coming into post, the mentors have been successful in supporting 31 service users into full time employment, 7 in the last year. Training opportunities has reduced during the last year due to Government restrictions on the types of courses that are generally sourced however training resumed in limited capacity during March 2021.

Caledonian Women's Service

The Caledonian Women's Service offers emotional and practical support to women, advice on safety planning, risk assessment and advocacy. Working in partnership with the women, they aim to reduce their vulnerability and work with other services, including Education, Housing, Police Scotland and the voluntary sector, so that women

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and their families are better supported. In 2020-21, the team worked with 165 individuals across Ayrshire (an increase of 25 from the previous year). Offering a variety of services and support, from safety planning sessions to longer term interventions and support, the team currently continue to support 42 women across North Ayrshire. The Caledonian Women's Service previously piloted women's well-being groups as a means of reducing isolation, these were however suspended due to lockdown. The Caledonian team have also recruited a children's worker whose primarily role will be supporting children who have been exposed to domestic abuse.

Moving Forward Making Chances

The Moving Forward Making Chances programme is a cognitive behavioural programme designed to assist participants who have been convicted of sexual offences to lead a satisfying life that does not involve harming others. Within the rehabilitative framework of the Good Lives model, practitioners work with group participants to lead a better life, reduce their problems, and lead an offence free life. This programme is framed within a strength based theoretical approach that recognises the relevance of dynamic risk factors. It views completion of group work as something that will benefit the individual and highlights their role as the primary agent of change. This focus on building an offence free lifestyle means public protection and community safety is increased. COVID-19 restrictions have meant groups have been suspended, however work has continued a one-to-one basis, with 39 men completing the programme in 2020-2021. A new service has been developed for men convicted of sexual offending and a desistance officer has been recruited to promote social inclusion and accountability with a view to creating a reduction in social isolation amongst this offender group.

Drug Treatment and Testing Order Team

The Drug Treatment and Testing Order Team have secured Corra funding for 2 Recovery Development Workers. These additional members of staff with lived experience will allow the team to develop an active outreach approach to encourage service users to be retained within the service and support them in building resilience for longer-term change.

In the past 5 years, prior to the pandemic, the number of DTTO assessments requested increased by 41% and the number of DTTOs imposed by 92% at the peak in 2017-18. This reduced in 2019-20 but still represents an overall increase of 52% compared to the previous review period (2014-17). In 2020-21, we have noted a 28% decrease in assessments requested and a 33% decrease in impositions. This was due to Court activity being affected throughout this period. As Courts are now beginning to resume daily business, assessments and impositions are increasing once again and it is expected that by September 2021 caseloads will increase significantly.

Making A Difference (MAD)

North Ayrshire's Making A Difference (MAD) service user involvement group, provides a positive platform for our members to become included in the development and delivery of Justice Services. Service users can have their voices heard, continue to learn new skills, increase their confidence, and become involved in the on-going development of activities. Participation in the groups or activities are entirely voluntary and service users can essentially decide which part of MAD they would like to become involved in. We have some members who join the football activity every week but do not participate in other aspects and then we have other members who enjoy lots of different parts of the MAD group.

The pandemic presented Justice Services with several barriers to supporting service users throughout lockdown. As a service, we were forced to think 'outside the box' and adapt our approach to lockdown restrictions. These restrictions exacerbated existing issues that service users experienced, such as isolation, mental health problems, substance use and accessing services. Accordingly, we created socially distanced activities, like cooking challenges, where members were provided with a bag of individual ingredients and a recipe and would compete online to see who would win the challenge. We also set walking challenges asking our members to take photos when they went out for their daily walk and then the group would vote on whose photos was the best. Our members confirmed these activities helped them feel more connected throughout lockdown and helped to reduce their feelings of isolation.

MAPPA

There has been an overall drop in the number of people being placed on the register. That is likely due to the delays in the court system. Over the past decade the number of people on the register has grown by an average of 6% each year. It is expected that once the courts return to normal things will rebound back to that trajectory.

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2.2 Health & Community Care

Adult Support and Protection

Throughout 2020/2021, 2215 Adult Concern reports were received by the Partnership, this represents a 5% decrease in the numbers of referrals received from the year before.

558 Adult Protection Referrals were made, which also represents a slight decrease on the year before. 132 Adult Protection Investigations were started with 64 Case Conferences being convened. Most Adult Concerns reports were made by the Police Scotland and the majority of Adult Protection Referrals were also made by Police Scotland. Of the 132 Adult Protection Investigations undertaken, Financial Harm featured as the highest single area of concern.

Care at Home

Throughout the year significant pressures remained on Care at Home Services with continued levels of high demand for the delivery of Care at Home supports from both Community and Hospital settings. During periods of high COVID-19 positivity, inhouse workforce was significant impacted with shielding for frontline staff and increased levels of self-isolation. This has been compounded by the continued reduction in available external Care at Home provision in North Ayrshire with one Care at Home provider facing significant challenges at the end of the year, requiring the Partnership's inhouse Care at Home services to support with the provision of Care at Home services to service users in the Irvine and Kilwinning area. The Community Alarm and Telecare service in North Ayrshire has seen an increase in demand with alarm activations remaining at high levels since the beginning of the pandemic.

Respite Services

Anam Cara is our specialist dementia respite centre based in Kilbirnie. It has continued to provide critical respite provision to service users deemed most at risk in the community and has also continued to be utilised as a step-down facility for individuals being discharged from acute settings as part of the Partnership's response to the COVID-19 pandemic.

Day Services

Older People's Day Services have been closed temporarily, with physical and virtual outreach being delivered to those in the community identified as most in need of critical support. A review of older people's Day Services commenced at the end of the year in consideration of remobilisation of day service delivery.

Dirrans Centre

The Dirrans Centre rehabilitation facility provides personalised community-based supports to build independence, self-management, and activity for service users across North Ayrshire. The Dirrans Centre has once again held onto its Platinum Investor's In People status – beating off competition from nine other entries. The

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Platinum Award is the highest accolade available through the internationally recognised Investors in People scheme.

The Carers Team

The Carers Team compiled a COVID-19 Guide to make it easier for carers to find the right information in relation to the pandemic. Additionally, they provided different breaks from caring with Scottish Government funding received by Unity (Our local Carers Centre) – supporting 46 carers with a laptop, meals out, gardening equipment, sports equipment, electronic tablets, and exercise equipment. There was also a wellbeing fund

Carers Card Registration

2017-18	2018-19	2019-20	2020-21
381	537	681	718

which supported 41 carers with fuel and food parcels. Carers Week continued to run 8 – 14th of June 2020 with the aim of Making Caring Visible. Many carers and carer organisations continued to celebrate, provide, and receive support with and from their carer peers during this week.
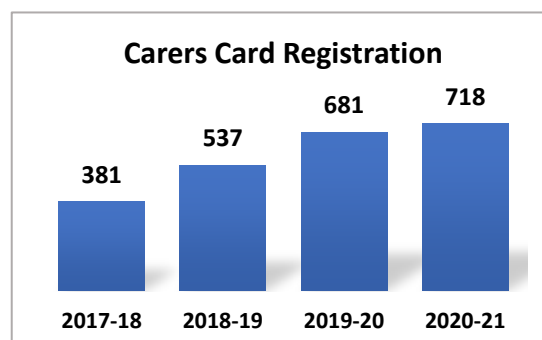
Additionally, 718 people have registered for the Carers -Appreciation Card. The North Ayrshire Carers Appreication Card entitles unpaid carers of all ages to a range of discounts, offers and concessions. The card can also be used to identiy the indiviual as a carer to their doctor, when vitisting their pharmacy or even in school or university.

Money Matters

Our Money Matters Team once again supported the most vulnerable people in our communities accessing entitle benefits to the incredible sum of £15,901,265.76, an increase of £595,351.33 from 2019-20. This is a great achievement against a backdrop of austerity/welfare reform cuts and is testimony to everyone's work in the Money Matters Team. Additionally, Money Matters received 3,601 enquires/referrals, with a 76% success rate for appeals which proceeded.

Money Matters - Annual Comparison (Millions)

2020-21	£15.9
2019-20	£15.3
2018-19	£9.5
2017-18	£8.6
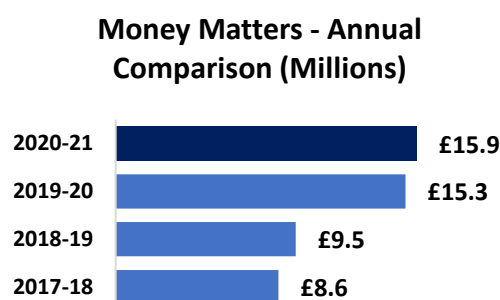
Health and Wellbeing Hubs

Five library buildings in North Ayrshire were set up as Health and Wellbeing Hubs for care home staff and care – at – home staff. These hubs provided a bridge between work and home life, a space where staff could take time out to recharge their batteries, talk to colleagues and line managers about the

"…safe environment for staff to talk about personal stress…"

"Very relaxing and welcoming space …"

"I think this is a fantastic resource!"

impact of the COVID-19 pandemic on themselves and their service users and access

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support information on a range of health and wellbeing topics. Feedback from the carers has been positive and they have enjoyed the light, airy and calm library spaces situated within their own locality. Library staff have been very supportive and empathetic with the carers and have seen many repeat visits – around 560 each week – with new relationships being forged. The use of the public library buildings in this way reflects the safe, non – judgmental third space that these buildings provided communities pre - lockdown

Arran Services – The Arran Social Work Team is an integrated team which deals with all matters from services to children and families and adults and older people.

Arran COVID-19 Vaccination Programme

The Arran Vaccination team is an integrated team demonstrating true partnership working across our health and social care teams. Nurses and GPs from Primary, Community and Hospital have delivered over 3,500 vaccines to residents on Arran.

Following a successful bid to the Cora foundation for a 2-year research project into the Drug and Alcohol pathway on Arran in 2018, a new Drug and Alcohol Outreach worker has been agreed and funded by North Ayrshire ADP for 2 years. This is a great example of close working with our third sector partners Arran CVS and a huge step forward in improving this aspect of our service model on Arran.

Health and Wellbeing Supports

Health and well-being support for Arran High School, through the joint Health and Social Care and Locality Planning Forum has meant that a new project to support pupils at Arran High School has been awarded. This example of partnership working has contributed to Arran High School becoming a finalist in the National Teaching Awards for Impact through Partnership and we have our fingers crossed for the outcome which will be announced soon.

Staff Wellbeing Hubs

Arran services established a staff wellbeing rest area where staff can go and have quiet time and make use of relaxation areas which have been established. Access to Counselling sessions on Arran have been well used and staff have found the chance for 1-2-1s beneficial. The staff helpline and occupational health support have also been invaluable, as well as access to vouchers for Heather Lodge on Arran that provides a range of physical and psychological support.

Personal Protective Equipment (PPE)

The COVID-19 pandemic required an immediate logistical response to the continuation of service provision while ensuring the safety of both workers and service users. The distribution of Personal Protective Equipment (PPE) ensured as safe a response was possible. As of March 31st, 2021, we distributed 4,151,054 pieces of equipment from gloves to masks and hand sanitiser to Health and Community Care Services.

2.3 Mental Health

There has been a total of 81 emergency detention requests. Of which, 66 were carried out by either out of hours Mental Health Officers or without Mental Health Officer consent. This is an increase of 27 from the previous year. There has also been a significant increase in the number of short-term detention requests with 134 being recorded to the previous year's 67. Of the 134 consent was given to 119, with the other 15 being assessed but no consent given. There was a slight increase in compulsory treatment orders granted with 59 being recorded to the previous year's 51. Of the 59 26 had been interim CTO's, with 13 of these moving to full CTO following a further Mental Health Tribunal. Warrants undertaken remained at 6.

Compulsion Order and Restraining orders (CORO) (3), Compulsion orders (6), Hospital Directions (1), assessment orders (2) and Treatment orders (2) all remained the same from the previous year. Transfer for treatment orders, however, increased from 1 to 3.

Private Welfare Guardianships increased from 272 (67 new) to 314 (57 new). As did CSWO Guardianships from 64 (24 new) to 71 (24 new). Mental Health Officer Report Private Welfare Guardianship Applications decreased from 104 to 75.

In North Ayrshire our MHO service has always been integrated and managed as part of the Mental Health Social Work team, with MHO duties being carried out in addition to the MHOs fulltime role.

As the amount of work has steadily increased over the years, the waiting times for allocation of an MHO to complete a suitability report for both Local Authority and Private Guardianship applications has increased. We are currently piloting a test of change to look at improving our waiting times and reducing waiting lists for our MHO tasks. This will also improve services received for both service users and their families.

In July 2020, we started a pilot MHO service to allow a small number of MHOs to focus solely on MHO work instead of their dual role of MHO and Care Manager, this also involved a change to how we prioritise requests for Guardianship reports.

The outcomes of the Pilot so far: -

- AWI waiting list has reduced
- MHO work is allocated quicker – reducing waiting times
- Delayed discharge times have reduced for patients waiting on Guardianship to move them on from hospital
- We are meeting its statutory requirements quicker

The impact of the pilot on both our MHO service and on our Mental Health Social Work team is currently being evaluated and consideration is being given to the potential of two distinct teams. These being a MHO service and Social Work Mental Health/Care Management team. Not all MHOs within North Ayrshire Council will work within the MHO service and there will continue to be MHOs located in other Social Work Teams carrying out a dual role.

The North HSCP Community Mental Health Team have moved into the newly refurbished office at the Three Towns Resource Centre. This allowed the partnership to bring all of the key professions together under the one roof. The integrated team includes administrators, psychologists, social workers, nurses and allied health professionals.

North Ayrshire Drug and Alcohol Recovery Service (NADARS)

The North Ayrshire Drug and Alcohol Recovery Service (NADARS) has continued to demonstrate high levels of performance by meeting national and local standards and targets, such as, access to treatment waiting times (see below), provision of alcohol brief interventions (ABIs) (See below), the roll out of Naloxone supplies and increasing patient choice regarding Opiate Substitution Therapy (OST) medication.

Seen Within 3 Weeks (Alcohol & Drugs)

	Q1	Q2	Q3	Q4
Alcohol	100.0%	99.1%	98.1%	95.0%
Drugs	99.0%	99.2%	99.1%	97.0%
Target				90.0%

Seen Within 6 Weeks (Alcohol & Drugs)

	Q1	Q2	Q3	Q4
Alcohol	100.0%	100.0%	100.0%	100.0%
Drugs	100.0%	100.0%	100.0%	100.0%
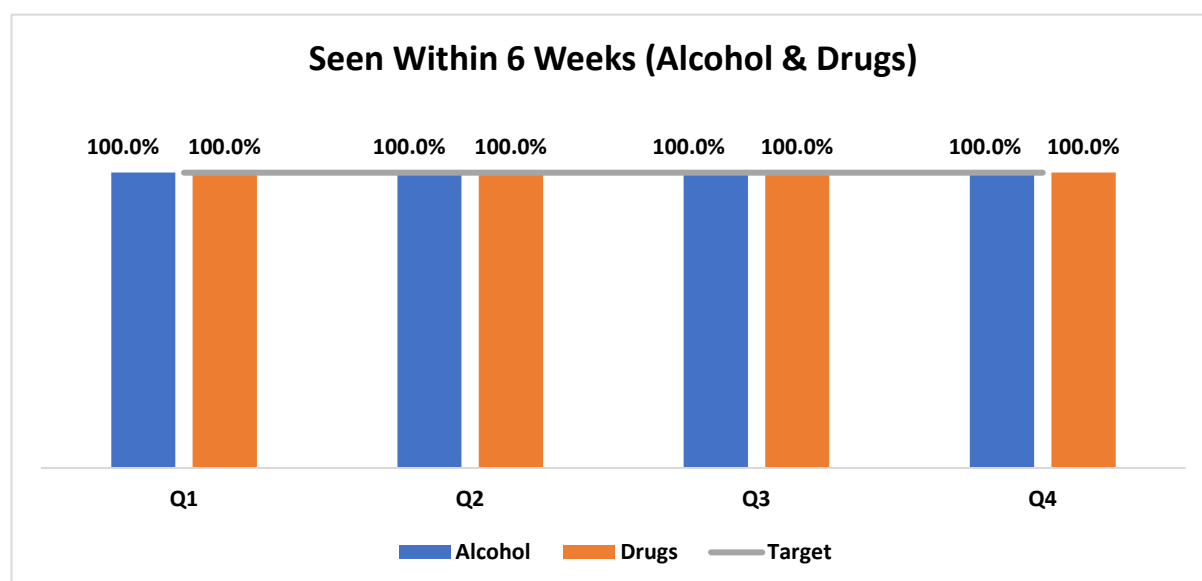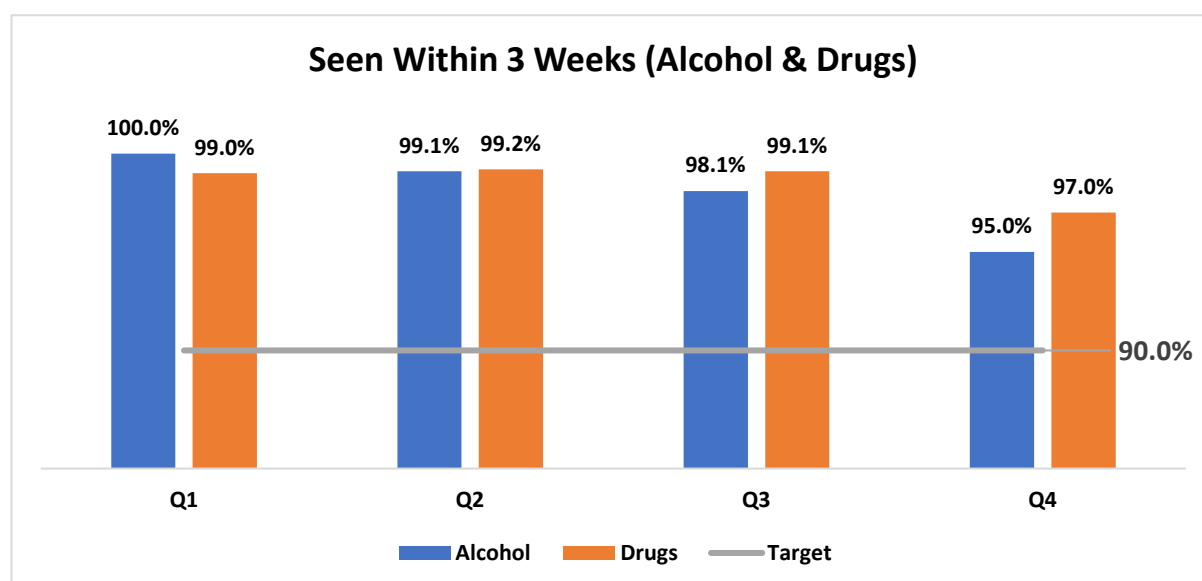
The team continues to identify new ways of working to provide a more agile and streamlined service and further improve performance. This work has been evidenced by the delivery of early intervention services in the delivery of Alcohol Brief Interventions (ABI) in both priority (Primary Care, A&E and Antenatal) and wider settings.

Target set by Scottish Government – Priority Settings	**3,420**
Total ABI delivery in Priority Settings (Ayrshire & Arran)	**5,920**

Target set by Scottish Government in Wider Settings	**856**
Total ABI delivery in Wider Settings (Ayrshire & Arran)	**1,025**

People being supported by NADARS during 2020-21 is evidenced further by:

- **71%** of service users reported reduction in alcohol intake
- **61%** of service users reported a reduction in non prescribed drug use
- **55%** of service users reported an improvement in physical health
- **56%** of service users reported an improvement in physiological health
- **55%** of service users reported an improvement in social functioning

NADARS are currently implementing a localised test of change, utilising a quality improvement project charter in relation to the delivery of new Medication Assisted Treatment (MAT) standards. The initial focus is in the 'Three Towns' locality area.

This initial test of change will be evaluated in September 2021 to test out internal and external pathways and processes to ensure that they are safe, high quality, timely and person centred. Agreed outcomes will be evaluated and the next stage of this development will be dependent on the learning from the evaluation, outcomes and additional funding being secured. A funding application to the national MAT Implementation Support Team will be submitted when we have been advised of the detail of the application process.

The vision for North Ayrshire is to deliver the MAT standards ensuring there are no barriers to accessing treatment and care that supports an individual's recovery. This project will focus specifically on improved access to appropriate MAT to prevent deaths, reduce harms and promote recovery opportunities. This project will also deliver harm reduction interventions to those identified as high risk of drug related harm and provide relevant support to remain in treatment for as long as required. Accompanying psychological and social care support will be available to all individuals.

Our Joint Performance report with the ADP (covering 2020-2021) highlights a trend of increase in drug deaths in North Ayrshire – 2016 sadly saw 32 deaths, 2017 saw 25, 2018 saw 38 and 2019 saw 41 deaths and most recently for 2020 there were 39 confirmed drug deaths. Our Addiction service has conducted 19 reviews for individuals who have died. 2 of the reviews identified learning, which will be taken forward. However, many elements of good practice have also been identified.

During the last year, 352 Naloxone kits were supplied to the community, this builds on previous distribution rates. There were 22 reports of Naloxone uses in the community to reverse the effect of overdose, therefore indicating that 22 lives were saved.

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Learning Disability Services

As we know people with learning disabilities often require extra support and help to have a safe, healthy, and active life. Since our integration in 2015, we have been working hard to make sure that the right support is available to those who need it. One of the most important pieces of work which we have been involved in has been the development of Trindlemoss.

In consultation with people who use our learning disability services, we have redeveloped the property, gardens and grounds formerly known as Red Cross House, Irvine to provide person centred, wrap around care that focusses on each individual's personal outcomes and keep people in the heart of their community.

The accommodation includes:

- A new learning disability day facility
- Supported accommodation for people with complex learning disabilities (20 houses)
- A small care home for people with learning disabilites who have very high support needs (6 houses)
- Community based mental health rehabilition (9 houses)

The people we support have lots of different interests and talents, as well as needs. We will help develop those. And if they want, we will help share these things with other people through work, volunteering or finding people who share the same interests.

A brief survey was prepared and circulated around all active clients known to the integrated Learning Disability Service in North Ayrshire. On the basis of there being a lot of commonality amongst various completed pieces of work regarding the impact of COVID-19, it was intended that the survey, while providing opportunity to share experiences to date, would be more focused on what people were looking forward to, and what they needed the service to do differently in the future.

In line with the findings of other exercises, it is the impact on social connections that has been the biggest issue for respondents. Reduced contact with friends and family was a significant challenge for people, and consequently was the thing that they were most looking forward to.

Some significant issues were not frequently highlighted within responses but were still of note. Bereavement was experienced by some, while others highlighted the impact of lockdown on carers, and indeed, its potential impact on relationships put under pressure by lack of a break.

In terms of people's expectations of services, it is encouraging that so many respondents where either ok with their current situation, or otherwise happy with the input from services.

3. Resources

3.1 Financial Pressures

In October 2018, the Scottish Government published the Medium-Term Health and Social Care Financial Framework which sets out the future shape of Health and Social Care Demand and Expenditure. Within the report it outlined that the Institute of Fiscal Studies and Health Foundation reported that UK spending on healthcare would require to increase in real terms by an average of 3.3% per year over the next 15 years to maintain NHS provision at current levels, and that social care funding would require to increase by 3.9% per year to meet the needs of a population living longer and an increasing number of younger adults living with disabilities. The report recognised that despite additional planned investment in health and social care the system still needs to adapt and change.

The focus of the financial framework is on the main health and social care expenditure commitments, as set out below.

- Over the course of this parliament, baseline allocations to frontline health boards will be maintained in real terms, with additional funding over and above inflation being allocated to support the shift in the balance of care.
- Over the next five years, hospital expenditure will account for less than 50% of frontline NHS expenditure. This relates to the policy commitment to 'shift the balance of care', with a greater proportion of care provided in a setting close to a person's home rather than in a hospital.
- Funding for primary care will increase to 11% of the frontline NHS budget by 2021–22. This will amount to increased spending of £500 million, and about half of this growth will be invested directly into GP services. The remainder will be invested in primary care services provided in the community.
- The share of the frontline NHS budget dedicated to mental health, and to primary, community, and social care will increase in every year of the parliament. For adults, and in some cases for children, these services, along with unscheduled hospital care, are now managed by Integration Authorities.

The above framework was published pre- Covid-19. The Scottish Government's Medium-Term Financial Plan published in January 2021 outlined:

- While it is too early to fully assess the impact of Covid-19 on spending trajectories for 2021-22 and beyond, the pandemic has caused significant additional costs and impacted on non-Covid-19 related healthcare in order to provide the necessary capacity in the system.
- Recovering from wider impacts of Covid-19 will take time and will also come with additional costs that create pressures on medium-term spending growth for the sector.
- We are currently revisiting the performance and financial assumptions that underpin the Financial Framework. This will set out the anticipated next steps in the financial arrangements for our health and care services for future years and will provide further detail on our delivery of the outcomes in the Programme for Government and the Scottish Budget for 2021-22.

The Scottish Budget for 2021-22 highlighted:

- investment in the Health and Sport Portfolio will increase to over £16 billion, with a further £869 million of funding to address pressures related to Covid-19.
- Primary Care is central to our health and care services, and we will further increase our Primary Care Fund from £195 million to £250 million in 2021-22. This includes support for delivery of the new GP contract and for wider Primary Care reform.
- Direct investment in mental health services will increase to £139 million, taking overall spending in mental health to over £1.1 billion.
- Recognising the continued importance of the care sector, a total of £883 million will be passed from the Portfolio in 2021-22 to support social care and integration. Note that only £72.6m of this is new funding and is tied to Scottish Government policies.
- Additional £50 million in 2021-22 to support our national mission to reduce drug deaths.

Availability of funding for public services correlates with economic growth, which continues to be weak with continuing uncertainty on the impact of the Covid-19 pandemic. The partnership is supporting the continuing work within the Council and NHS Ayrshire & Arran to minimise the impact of Brexit and the Covid-19 pandemic. An area of risk to the partnership is the consequence of the funding pass through from the Council and NHS and the availability of workforce. The implementation of new policy initiatives and the lifting of the public sector pay cap also impact on the funding available for core services and the flexibility to use resource in line with local requirements.

The main areas of pressure area continue to be care at home, looked after children and learning disability care packages. In general, these areas overspend due to this provision being demand led and subject to fluctuations throughout the year. These services are at times difficult to deliver within budget as some can be low volume but very high cost.

Financial balance has been achieved in 2020-21 and significant progress has been to ensure the ongoing financial sustainability of the IJB. This work will continue and be built upon moving into 2021-22. This will need to be considered alongside the impact of Covid-19 and the need to redesign services taking full cognisance of the financial risks, learning and opportunities which this presents.

3.2 Financial Modelling for Service Delivery

It is recognised that we must deliver services within its financial envelope for 2021-22 and our transformation programme will continue with delivery of the savings plan and service redesign, albeit with some delays due to services prioritising the Covid-19 response.

There is a focus on the integration of services to deliver real change to the way services are being delivered, with a realism that continuing to deliver services in the same way is no longer sustainable and changes need to be made in the way services are accessed and provided. The scale and pace of change will be accelerated as services need to adapt to 'the new normal' following the Covid-19 pandemic, however

the requirement to change and re-design services to improve outcomes for individuals would exist despite the financial and pandemic pressures.

Within North Ayrshire we have developed a whole system approach to issues affecting our communities, involving all relevant members of our Community Planning Partnership.

There is an expectation that within North Ayrshire the pattern of spend will change and there will be a shift in the balance of care from institutional to community settings. The whole system approach provides a unique opportunity to change the way services are delivered. It is an opportunity to put people at the heart of the process, focussing on the outcomes they want by operating as a single Community Planning Partnership and not as a collection of individual services.

Our Strategic Plan outlines the belief that together we can transform health and social care services to achieve the joint vision for the future "all people who live in North Ayrshire are able to have a safe, healthy and active life". Moving into 2021-22, we are working proactively to address the financial challenges, while at the same time, providing high-quality and sustainable health and social care services for the communities in North Ayrshire.

To achieve its vision, the Partnership recognises it cannot work in isolation. The Partnership is committed to the whole system approach and will continue to strengthen relationships with colleagues within the Community Planning Partnership to ensure a joint approach to improving the lives of local people.

Most importantly, the Partnership must work closer with local people and maximise the use of existing assets within communities to improve the overall health and wellbeing of people in North Ayrshire. 2021-22 will see the development of the longer-term Strategic Plan which will allow for a period of reflection on the Covid-19 response and a timely opportunity to engage with communities over the future of our Health and Social Care services.

We will also further develop independent living and self-directed support, instilling an enablement ethos promoted by our professionals, collaborating with the third and independent sector to design and commission appropriate models of service and working with housing partners to deliver on this commitment.

4. Workforce

4.1 Workforce Planning – Staffing and Recruitment Issues

The NAHSCP have a workforce of 3,508 staff –1,816 are NAC and 1,692 are NHS.

The Partnership continue to progress with recruitment plans to strengthen our workforce to enable us to provide the best care and support we can to those who need it. Over the last year we have experienced some significant challenges in our services, both in relation to staffing, recruitment and retention.

Most signifcantly, our Care at Home service has seen significant staffing difficulties within the inhouse Care at Home service as a result of the COVID-19 pandemic. Increasing levels of staff self-isolation and COVID sickness, in addition to already high levels of sickness absence, have been extremely challenging for the service. To manage the significant increase in demand the Care at Home Service has grown throughout the pandemic with ongoing recruitment campaigns to continually enhance capacity.

Any available capacity within the Care at Home service is directed to facilitating hospital discharges, support for service users who are at end of life and those who are considered as having the most significant risks to their independent living or well-being. During 2020-21 there has been an increased demand for Care at Home supports via the Community Alarm and Telecare service with call volume and the demand for physical responses to Alarm activations increasing by approximately 30%.

The Care at Home service in partnership with the Council's employability and skills team are piloting a care training academy to address recruitment difficulties in the health and social care sector. The care training academy offers a tailored programme of care and employability qualifications and will be delivered by local training provider CEIS Ayrshire using a blended model consisting of online qualifications and 1-2-1 key worker support. On successful completion of the programme each candidate will be guaranteed an interview with the care at home team. We hope this model will offer an effective and reliable route into a care career for locals who are unemployed or are looking for a career change.

We work closely with The Open University in order to "grow our own" Social Work qualified workforce by sponsoring existing staff to undertake their Social Work degree course – as a Partnership, we sponsor, a minimum of 2 social work degree university places per year in order to enhance our existing workforce. This year sees the graduation of 3 Social Work students – they will join Justice Services, Learning Disability and Children and Families teams as qualified Social Workers in November of this year.

Establishing the 'new norm' is crucial as we emerge from the pandemic. A redesign of services and home working supports will continue ensuring service delivery and that all staff are able to undertake their duties as safely and efficiently as possible. Reviewing the flexibility of remote/ home working will take place aligned to corporate policy reviews to flexible and blended working approaches. However, recognising that

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there will be capacity challenges for the foreseeable future, we will ensure that we develop agile and responsive approaches to meet demand.

4.2 Workforce Development

As ever, we remain committed to the continuous professional development of our workforce to increase skills and confidence whilst delivering quality services. We have 61 different course titles that are available to staff through NAHSCP's learning and development calendar. Based on demand and identified learning needs, 13 courses ran with 551 delegates attending over 2020/21. This is a significant decrease on last year as a result of the Pandemic.

North Ayrshire Social Services Assessment Centre (NASSAC) supported approximately 53 candidates to achieve an SVQ Award to meet registration requirements as per the Scottish Social Services Council. (SSSC). We deliver SVQ Social Services and Health Care Awards and the Care Services Leadership & Management Award.

We also supported a Foundation Apprenticeship in Social Services & Healthcare programme for 13 6th year pupils across North, East and South HSCP's as well as a National Progression Award class for 5th and 6th year pupils.

Practice learning is an essential component of social work training and the NAHSCP is committed to providing Practice Learning Opportunities (PLO) for social work students via the Learning Network West (LNW). NAHSCP is well regarded as a source of good quality learning opportunities and we value the partnership working and knowledge exchange activities with our colleagues from the relevant universities, the LNW, Institute for Research and Innovation in Social Services (IRISS), the Social Work Scotland Learning and Development subgroup and the SSSC.

North Ayrshire led on the development of new Multi-agency Ayrshire Hoarding Disorder Guidance for staff and volunteers across Ayrshire. The Guidance is now supported by multi-agency training (currently delivered electronically via Teams) which allows delegates to work through some Case Studies and use the Guidance to assist with best approaches. The training is being facilitated by the ASP Learning and Development Adviser in North Ayrshire; however, we are currently offering places to colleagues across Ayrshire, to support Learning whilst the other Ayrshire Authorities are undergoing change in relation to their ASP training delivery. To date, the training has been very well received and evaluations show that those in attendance feel that it is a very worthwhile use of their time. Understanding this newly designated Mental Health condition and the best approaches to trying to minimise the impacts on those living with the condition, the staff trying to support them, families, neighbours and the wider community has been a challenging, but very rewarding piece of work.

Following the emergence of two cases in 2020 which led to learning - arising from Initial Case Reviews, a series of Learning Events for each of the cases were implemented as part of an Improvement Plan. The anonymised background of each case was provided for context and those attending these events were given the opportunity to hear about the learning which had been implemented because of the lessons learned, in addition delegates were encouraged to adopt new approaches and

practices in relation to these cases, as best suited their roles. 18 events were held, and evaluations confirmed that whilst the subject matter was difficult to hear about, the events had been felt to have been very valuable in highlighting positive changes required across roles and agencies.

The Senior Officer within ASP and the Child Protection Committee Lead Officer worked together with colleagues from Health and Police Scotland to jointly audit a case highlighted by myself in terms of encapsulating issues relating to both Adult Support and Protection and Child Protection. Moving forward, the resulting finalised report will be presented to the North Ayrshire Adult Protection Committee, the Child Protection Committee and the Chief Officers' Group.

Hosted by John Paterson - the Convenor of both the North Ayrshire Adult Protection Committee and the North Ayrshire Child Protection Committee, a multi-agency Short Life Working Group was developed to take forward the work around Missing People. North Ayrshire was successful in being accepted to engage in a piece of Scotland wide pilot work with Missing People UK. As a result of the work of the Short Life Working Group, a North Ayrshire Guidance document has been produced, providing clarity on local processes for missing children and adults and access to resources to assist when people are missing. Access to Return Discussions (a conversation offered to the person who has been missing to support them and try to prevent or minimise future episodes and any harm which may have occurred while the person was missing) training has been offered by Missing People UK and has been offered to various staff and services across North Ayrshire.

Following a case which arose in South Ayrshire, and which highlighted the importance of those first becoming aware of a potential adult or child at risk of harm, giving the correct initial responses, the North Ayrshire Chief Officers' Group requested training be offered to those who might require this. An input on Child Protection and Adult Support and Protection was jointly presented to North Ayrshire Council, Customer Services Staff to ensure that the issues which might be raised to them, are recognised as Child Protection or Adult Support and Protection and responded to in a way which will help to minimise future harm.

Transitions, for example a young person moving from Children's Services to Adult Services can be particularly challenging for both the person undergoing the transition and the staff trying to support a move. The Guidance Document in relation to this interface between Child Protection and Adults Support and Protection required to be revisited, to ensure that the processes in place and staff understanding about the interface between the two remains clear and up to date. The Senior Officer - ASP and Child Protection Committee Lead Officer jointly revised this document.

E learning modules have been developed and can be accessed through ilearn and Child Protection Committee (CPC) website. Virtual sessions took place in December and members of the public/community have accessed training for the first time, in relation to child protection awareness. 175 social work staff completed training in the following areas:-

• Child Sexual Exploitation and trafficking
• Keeping children and young people safe online

- Chronology workshop
- Child protection awareness
- Trauma informed practice

5. COVID – 19

5.1 Early Indications of Impact on Workforce and Services

A key component during the pandemic was to ensure the continued health and wellbeing of staff, care providers and carers. Staff wellbeing hubs were established at the Ayrshire Central Hospital site and four community sites using library buildings.

The psychology service also provided support via the Listening Service which provided support to staff across all sectors and carers. The Partnership created and maintained a website with information on and links to, mental health and wellbeing resources for staff, carers, and volunteers.

Children, Families and Justice Services

Children and Families staff worked with dedication and enthusiasm throughout the pandemic to support children and young people within our communities. Many staff were redeployed into critical areas e.g. Child Protection, Children's Residential Houses and Summer Hubs, their flexibility and willingness to do so enabled vital support to be provided at the right time to children who required it.

The facilitation of face-to-face family time for care experienced children and their parents has been a critical area of practice to ensure the needs of these children and the impact of separation from their family has been lessened. Staff across Children and Families have been engaged to ensure this face-to-face family time is promoted positively and there has been incredible creativity shown in providing disposable arts and crafts activities, games etc for families to enjoy, safely, within family time sessions.

Very recently, a partnership working audit was completed for one of our Children's Houses - The Meadows. The audit highlighted how the care team have been tremendous throughout the pandemic in supporting young people and retaining a nurturing environment despite the difficult times we are in. The team regularly organised activities for the young people from campfires, swimming and gardening to completing Joe Wicks fitness classes. They ensured birthdays were celebrated with slight changes so that young people still had fun and could create memories of their special day despite everything else that was ongoing.

We worked with Connecting Scotland to ensure digital devices were provided for ongoing support of vulnerable children and those who are looked after. A range of work was also undertaken by Justice Services to support offenders and their families.

Mental Health Services and Learning Disability Services

Inpatient services at Woodland View continued but have faced significant pressures due to covid community prevalence and the high acuity of patients. People identified as being at highest risk receive care in their homes or at day centres. Risk stratification helps teams make contact on a weekly basis with individuals receiving partnership support. During periods of closure for Day Services for Learning Disability, outreach

has been supported via redeployed HSCP staff and digital technology to continue supporting service users.

Health and Community Care

Delivery of home visiting services (e.g., Care at Home and District Nursing Services) and Community hospital services on the mainland and to our islands have continued during the pandemic. Staff have been very flexible to ensure that support continued to be delivered to those most in need e.g., working in other service areas and delaying leave. The locality social work teams continued visits in people's homes and responded to Adult Support and Protection work effectively. Hospital social work teams worked with acute hospital colleagues to support safe hospital discharges. To ensure the safety of staff, service users, care home providers, carers and unpaid carers a Personal Protective Equipment (PPE) hub was developed.

The teams also made contact on a weekly basis with individuals receiving partnership support and where Day Services were closed outreach was put in place, including working with Alzheimer Scotland for people affected by dementia. GP practices redesigned their services to ensure safe access for patients and greater access for patients through technology. The practices continue to be supported by Mental Health Practitioners and Partnership Community link workers. Working with Connecting Scotland ensured that digital devices and access was provided to support older people in our supported accommodation.

Every Health Board and Local Authority were directed to put in place a multi-disciplinary team comprised of key clinical leads and the area's Chief Social Work Officer to enhance oversight of care homes over the period. The focussed oversight discussions include the quality of care in each care home in the area, with a particular focus on implementation of infection prevention and control, and the provision of expert clinical support to residents who have Coronavirus. This enhanced oversight remains in place but has reduced in frequency from the daily discussions at the outset of the pandemic to the current arrangement of twice weekly meetings. The oversight arrangements have enabled the HSCP to successfully support care homes with challenges, to have oversight and assurance of the safe care of residents and also to provide support where required. North Ayrshire membership includes social work, nursing, public health, commissioning and the Care Inspectorate.   It is the intention in North Ayrshire to maintain the oversight arrangements in future.

During the last year, we have maintained contact with our link Inspector from the Care Inspectorate in order to provide assurance and confidence in relation to how service delivery has continued, albeit in a different format to anything we have ever seen before.

5.2 Key Priorities for Recovery

North Ayrshire's Health and Social Care Partnership response to COVID 19 has seen amazing resilience, commitment, and creativity. All our services have adapted to different ways of working and have done so whilst promoting everyone's safety and protection. Moving forward recovery planning from COVID 19 will be a main priority for all services.

In addition to this our Bridging Strategic Commissioning Plan 2021-2022 captures our key priorities.

Mental Health, Learning Disability and Addiction Services, the following priorities have been identified:

- Collaborative leadership and relationship building
- Prioritisation of children and young people receiving support from Child and Adolescent Mental Health Services
- Community mental health services supporting people within their communities
- North Ayrshire Drug and Alcohol Recovery service to support people with complex addiction issues
- Review of unscheduled care mental health services, supporting individuals within their own communities, or as close to home as possible
- Provision of a community based Brief Intervention Service
- Lead Partnership Allied Health Professionals providing rehabilitation support
- Psychological support for staff wellbeing across our whole system including third and independent sectors and carers
- Work closely with colleagues in Acute Services and Police Scotland to address the levels of unscheduled care in mental health
- Expanding access to the increased range of supported digital options for Mental Health as part of a tiered model for service delivery

To support the remobilisation of Children, Families and Justice Services, the following priorities have been identified:

- Protect and invest in Early Intervention and Prevention work (e.g. scoping extended families/family group conferencing and signs of safety approaches and wrap – around interventions at an earlier stage);
- The Promise – continue plans to reduce external placements and support young people back to North Ayrshire
- Grow fostering and kinship placement
- Build on partnership working with a wide range of services to support young people and families
- Transitions of care to be planned and improved
- Refocus the role of school nursing to ensure timely, effectively and joined up responses to support young people.

To support the remobilisation of Health and Community Care services, the following priorities have been identified.

- Unscheduled Care – Investment & Improve Delays
- Re-design of Older Peoples Services - 'Home First' Approach
- Grow Care at Home Capacity
- Care Home Commissioning Strategy
- Day Services Model and Support for Carers
- Step up and step-down beds
- Integrated Island services, including unscheduled care
- Rehabilitation
- Sustainability of services (including providers) and workforce
- Caring for Ayrshire – including Primary Care improvement plan
- Locality Multidisciplinary teams

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Appendix

MHO Service

Mental Health (Care and Treatments) 2003	2013 – 14	2014 – 15	2015 – 16	2016 – 17	2017 – 18	2018 – 19	2019 – 20	2020 – 21
Emergency Detentions	30	29	24	44	44	54	54	There have been a total of 81 requests (of which 66 were carried out by either Out Of Hours MHOs or without MHO consent)
Short Term Detentions	71	72	75	87	69	74	67	There have been a total of 134 requests (of which consent was given to 119, with the other 15 being assessed but consent not given)
Compulsory Treatment	48	40	54	25	52	38	51	There have been a total of 59 new CTOs granted (of which 26 had been Interim CTOs, with 13 of these moving to full CTO following a further Mental Health Tribunal)
Warrants Undertaken	2	1	3	1	2	1	6	6

Criminal Justice Act Scotland 1995	2013 – 14	2014 – 15	2015 – 16	2016 – 17	2017 – 18	2018 – 19	2019 – 20	2020 – 21
CORO	4	4	4	4	4	4	3	3
Compulsion Orders	4	4	6	5	6	2	6	6
Hospital Directions	1	1	1	1	1	1	1	1
Assessment Orders	4	1	2	2	2	2	2	2
Treatment Orders	2	1	1	2	2	4	2	2
Transfer for Treatment	1	0	3	3	3	2	1	3

Adults with Incapacity Act (Scotland) 2000	2013 – 14	2014 – 15	2015 – 16	2016 – 17	2017 – 18	2018 – 19	2019 – 20	2020 – 21
Private Welfare Guardianships	204	291	255(60)	287 (67)	367 (92 new)	411 (58 new)	272 (67 new)	314 (57 new)
CSWO Guardianships	44	47	59 (19)	52 (21)	46 (8 new)	40 (16 new)	64 (24)	71 (24)
Financial Intervention Order (LA)	42	58	53	41 & 21 in process	57	26	31	
MHO Report PWG Application	79	86	68	96	100	38	104	75

Adult Protection

	2013 – 14	2014 – 15	2015 – 16	2016 – 17	2017 – 18	2018 – 19	2019 – 20	2020 – 21
ASP Referrals (AP1)	631	812	697	654	512	457	568	558
ASP Investigations (AP2)	-	61	91	65	53	88	108	132
ASP Case Conferences	24	44	73	48	40	47	66	64
Protection Orders	9	7	6	4	4	1	0	3
Adult Concern Reports	0	1039	1349	1446	1609	1838	2335	2215

Child Protection

	2013 – 14	2014 – 15	2015 – 16	2016 – 17	2017 – 18	2018 – 19	2019 – 20	2020 – 21
Child Protection Concerns	885	825	889	810	972	920	849	885
Child Protection Investigations (CP1s)	578	443	402	406	538	374	447	443
Child Protection Initial Conferences	81	101	82	74	103	126	123	121

Pre – Birth Conferences	26	32	30	15	36	43	41	29
CP Initial/Pre-Birth Conferences							4	7

Number of Children on CP Register at Month End

Legend: CP Reg at month end — Average
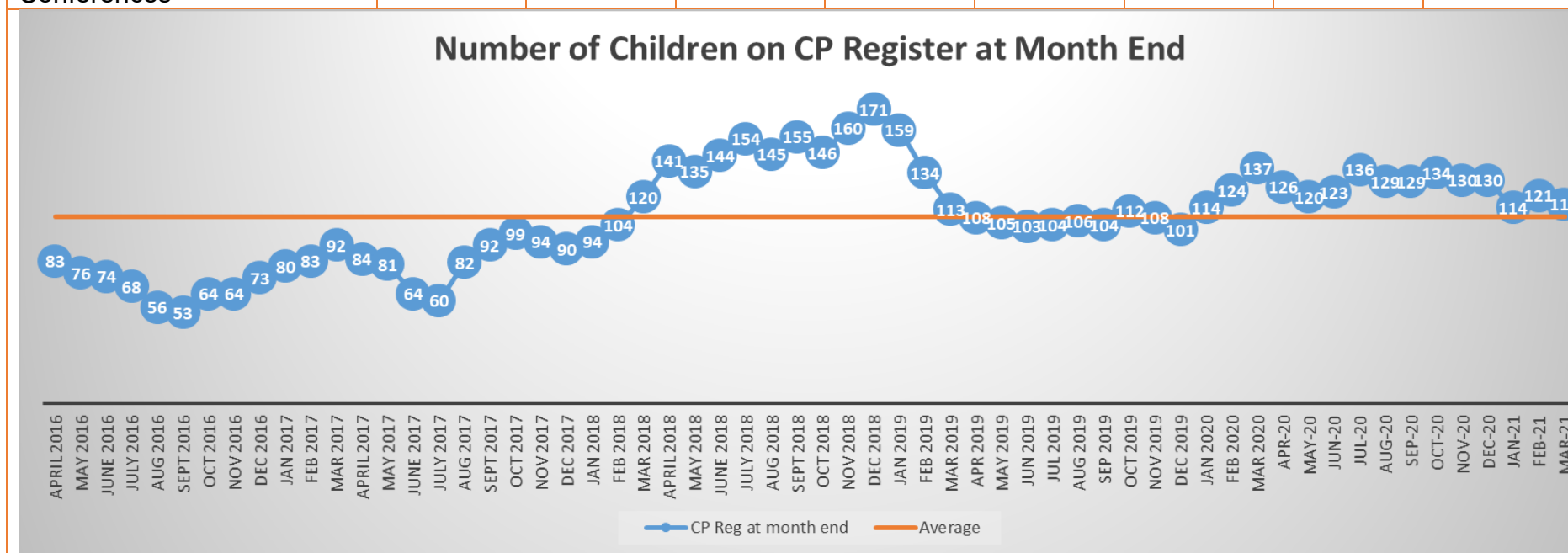
Looked after Children

	2013 – 14	2014 – 15	2015 – 16	2016 – 17	2017 – 18	2018 – 19	2019 – 20	2020 – 21
Children newly accommodated in North Ayrshire	100	91	81	64	63	69	84	63

** Where the number of children accommodated = the number of children either admitted into any placement type except "At Home with Parents"/"With Friends/Relatives" OR moved from "At Home with Parents"/"With Friends/Relatives" to any other placement type

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	2013 – 14	2014 – 15	2015 – 16	2016 – 17	2017 – 18	2018 – 19	2019 – 20	2020 – 21
Foster Carers		85	97	100	103	104	98	103

Permanency Planning	2013 – 14	2014 – 15	2015 – 16	2016 – 17	2017 – 18	2018 – 19	2019 – 20	2020 – 21
Number of permanency plans approved	25	38	22	37	35	-	30	10
Adoption – approved and placed	3	15	13	10	10	10	3	8
Adoptions granted	9	3	15	13	8	7	8	4
Permanence orders approved	27	7	11	16	14	7	11	3
Permanence orders granted	12	14	6	9	12	9	8	0

Emergency Placement

	2015 – 16	2016 – 17	2017 – 18	2018 – 19	2019 – 20	2020 – 21
Child Protection Orders	13	12	15	25 (17 family groups)	32	39
S143 of the Children's Hearing (Scotland) Act 2011	21	24	-	-	-	-

Secure Placements

	2015 – 16	2016 – 17	2017 – 18	2018 – 19	2019 – 20	2020 – 21
Number of secure placements	3	1	0	1	4	1

Justice Service

	2016 – 17	2017 – 18	2018 – 19	2019 – 20	2020 – 21
Number of reports submitted to the courts (CJSW reports, Section 203, Short Notice CJSW & Supplementary CJSW)	844	826	754	763	430
Number of home leave and background reports submitted	118 (64 leave reports, 54 background reports)	102 (44 leave reports, 58 background reports)	114 leave reports – 49 background - 65	151 (66 leave reports, 85 background reports)	114 (39 leave reports, 75 background reports)
Unpaid Work Requirements	579	480	403	360	94

	2014 – 15	2015 – 16	2016 – 17	2017 – 18	2018 – 19	2019 – 20	2020 – 21
Level 1 Mappa	130	142	155	153	181	163	152
Level 2 Mappa	10	14	4	7	2	7	10
Level 3 Mappa	1	1	1	2	1	5	3

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NORTH AYRSHIRE COUNCIL

30 November 2021

Report for Cabinet

Title:	North Ayrshire Domestic Abuse Policy- All Tenures
Purpose:	To seek Cabinet approval for the implementation of the 'North Ayrshire Domestic Abuse Policy – All Tenures'
Recommendation:	That Cabinet approves the implementation of the 'North Ayrshire Domestic Abuse Policy – All Tenures'

1. Executive Summary

1.1 North Ayrshire Council signed the national 'Make a Stand' pledge in 2019, to demonstrate our commitment to supporting people who are experiencing domestic abuse.

1.2 Despite proactive multi-agency joint working over many years, domestic abuse continues to be a prevalent issue within North Ayrshire's communities.

1.3 The implementation of a 'North Ayrshire Domestic Abuse Policy – All Tenures' will further promote the Council's commitment to a zero-tolerance stance in relation to domestic abuse within any household.

2. Background

2.1 The "Make a Stand" Pledge, developed by the Chartered Institute of Housing in Partnership with Women's Aid and the Domestic Abuse Housing Alliance, aims to encourage housing organisations to make a commitment to support people experiencing domestic abuse.

2.2 North Ayrshire Council signed the pledge in November 2019, making a commitment to:

- put in place and embed a policy to support residents who are affected by domestic abuse
- make information about national and local domestic abuse support services available on our website and in other appropriate places so that they are easily accessible for residents and staff
- put in place an HR policy, or amend an existing policy, to support members of staff who may be experiencing domestic abuse

- appoint a champion at a senior level within the organisation to own the activity being undertaken to support people experiencing domestic abuse

3. Local Context

3.1 The Council's Employee Domestic Abuse Policy was introduced for employees during 2019 and an officer from the Community Safety Team was identified to provide support, resources and a link to services for employees experiencing domestic abuse.

3.2 The North Ayrshire 'Make a Stand' Champion is the Cabinet Member for Green New Deal and Sustainability, who also chairs the Violence Against Women Partnership (VAWP).

3.3 On an annual basis, the VAWP produces and disseminates a range of information across various media, promoting the resources available both locally and nationally to support women experiencing domestic abuse.

3.4 Implementation of the 'North Ayrshire Domestic Abuse Policy – All Tenures' (the policy) is the final commitment detailed within the 'Make a Stand Pledge' still to be implemented by the Council.

3.5 A multi-agency working group comprising of officers from North Ayrshire Council, Registered Social Landlords, Women's Aid and wider representation from the VAWP was established to develop the policy.

3.6 A robust consultation process ensured that the policy was discussed and shaped by a wide range of stakeholders including the North Ayrshire Network and tenants' groups within Cunninghame Housing Association and Irvine Housing Association.

3.7 The policy covers all North Ayrshire tenants, and all residents irrespective of tenure or gender and will be monitored annually by the Violence Against Women Partnership.

3.8 The policy aims to ensure that all social housing providers and partner agencies provide a proactive housing response to preventing and addressing domestic abuse by:

- ensuring everyone feels safe and is aware of the range of services available to them should they be at risk of domestic abuse
- being sensitive and supportive towards any household experiencing domestic abuse
- working in partnership with other agencies to help victims of domestic abuse to access information, advice, and support in respect of their Housing Options and the choices available to them
- holding the perpetrators of domestic abuse to account
- promoting equality and diversity by minimising the risk of gender-based violence, whilst ensuring support is available to anyone who needs it
- ensuring that the housing and wider response is appropriate to the needs of the individual and in line with best practice

4. Proposals

4.1 It is proposed that Cabinet approves the North Ayrshire Domestic Abuse Policy – All Tenures, attached as Appendix 1, and the implementation thereof.

5. Implications/Socio-economic Duty

Financial

5.1 The Policy will be delivered within existing resources.

Human Resources

5.2 The Policy will be delivered within existing resources.

Legal

5.3 None.

Equality/Socio-economic

5.4 Implementation of the proposed policy will help and support a wide cohort of people experiencing or at risk of domestic abuse.

Environmental and Sustainability

5.5 None.

Key Priorities

5.6 The proposals support the delivery of the Council Plan 2019 – 2024:

- Aspiring Communities: Priority Outcome: North Ayrshire's residents and communities are safe
- A Council for the Future: Priority Outcome: An accessible Council that puts residents and communities at the heart of what we do

Community Wealth Building

5.7 Reducing domestic violence enables the potential victims of violence to remain in employment, reducing poverty and increasing sustainability for employers.

6. Consultation

6.1 The policy was developed by an inter- agency group comprising of North Ayrshire Council, Cunninghame Housing Association, Irvine Housing Association, and North Ayrshire Women's Aid.

For further information please contact **Janeine Barrett - Senior Manager (Homelessness and Community Safety) on 01294 314600**

Background Papers

Appendix 1 – North Ayrshire Domestic Abuse Policy – All Tenures

North Ayrshire
Domestic Abuse Policy – All Tenures

Janeine Barrett (Snr Manager / Homeless & Comm Safety)

NORTH AYRSHIRE COUNCIL

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North Ayrshire Domestic Abuse Policy – All Tenures

1. Introduction

Partners across North Ayrshire recognise the impact domestic abuse has on victims and their families. As social landlords, we regard domestic abuse as unacceptable behaviour which will not be tolerated.

The North Ayrshire Domestic Abuse Policy – All Tenures (the Policy) is aligned to the Chartered Institute of Housing's 'Make a Stand campaign'. The Council and its partners have signed a pledge to demonstrate our commitment to this campaign to bring an end to domestic abuse in all its forms, ensuring our tenants and residents know their rights and understand how to access services.

The policy was developed by an inter-agency group comprising of North Ayrshire Council Housing Services, Cunninghame Housing Association, Irvine Housing Association, North Ayrshire Council's Tenant Participation Team and North Ayrshire Women's Aid and sets out our commitment to anyone in North Ayrshire who is experiencing or are concerned about another individual affected by domestic abuse. The policy is for all North Ayrshire residents irrespective of tenure or gender and complements the individual domestic abuse policies of the partner organisations.

2. Aims of the Policy

Domestic abuse in any form is unacceptable and will not be tolerated within our homes. As social landlords we are committed to protecting our tenants and residents, ensuring they are aware of the range of services available to them and how as a landlord we will assist.

Social housing providers and partner agencies will provide a proactive housing response to preventing and addressing domestic abuse by:

- Ensuring everyone feels safe and is aware of the range of services available to them should they be at risk of domestic abuse

- Being sensitive and supportive towards any household experiencing domestic abuse

- Working in partnership with other agencies to help victims/survivors of domestic abuse to access information, advice, and support in respect of their Housing Options and the choices available to them

- Holding the perpetrators of domestic abuse to account

- Promoting equality and diversity by minimising the risk of gender-based violence, whilst ensuring support is available to anyone who needs it

- Ensuring that the housing and wider response is appropriate to the needs of the individual and in line with best practice

3. Legislative Framework

The Domestic Abuse (Scotland) Act 2018 received Royal Assent on 9th March 2018. This legislation creates an offence with respect to abusive behaviour towards a partner or ex-partner.

In 2019, the Act introduced new Police Scotland enforcement powers in relation to psychological abuse and coercive control. All domestic abuse: whether psychological or physical, is now a criminal offence, allowing Police Scotland and the courts to prosecute offenders.

The Scottish Government "Equally Safe" Strategy sets out the framework for the prevention and eradication of violence against women and girls, detailing national outcomes which local authorities and their community planning partners must work towards in order to achieve this, as detailed below:

- We live our lives free from crime, disorder, and danger

- We have tackled the significant inequalities in Scottish society

- We have strong resilient and supportive communities where people take responsibility for their own actions and how they affect others

- Our children have the best start in life and are ready to succeed

- We have improved the life chances for children, young people, and families at risk

- Our public services are high quality, continually improving, efficient and responsive to people's needs

- We realise our full economic potential with more and better employment opportunities for our people

- We live longer healthier lives

The National Equally Safe Strategy and Implementation Plan (which has been incorporated into the Safer North Ayrshire Strategy) can be found here.

Equally Safe: national strategy - gov.scot (www.gov.scot)

4. Prevention and early intervention

A key objective of the policy is prevention and early intervention. Our prevention focus has three key strands:

1. The first is to ensure that employees across the Community Planning Partnership recognise that gender-based violence in all its forms is not acceptable.

2. The second strand is focussed on awareness raising, ensuring that everyone knows that violence is unacceptable. We will ensure that everyone has access to a range of information, enabling them to challenge attitudes should they feel they need to.

3. Finally, prevention will be targeted at both the perpetrators and victims of domestic abuse, ensuring that they recognise that violence in any form is unacceptable and that they know how and where to access services should they require them.

The Community Planning Partners are committed to working with a range of stakeholders to highlight the impact of domestic abuse and the role they must play in preventing it.

The prevention and early intervention strategy will focus on awareness raising, ensuring that everyone knows that violence in any form is not acceptable. We will actively promote gender equality and challenge attitudes of stereotyping and inequality by developing a media and messaging campaign which reaches every household in North Ayrshire.

We will ensure that our employees across the Community Planning Partnership can identify the risks and signs of domestic abuse and that they know who to approach should they have concerns about anyone.

We will adopt a proactive, victim centred approach that promotes and strengthens the rights of those experiencing domestic abuse to remain in the home, should they choose to do so. We will promote this approach as follows:

- We will deliver a rolling programme of training via the Violence Against Women Partnership domestic abuse training calendar across all Community Planning Partnership employees.

- The Violence Against Women Partnership will support primary and secondary schools to deliver age-appropriate, evidence-based interventions to raise the awareness and understanding of gender-based violence to children and teachers. As part of a whole school approach to tackling domestic abuse we will promote positive, healthy relationships and consent. This initiative is widely and successfully embedded throughout North Ayrshire schools.

- We will review our Tenants Handbook regularly to ensure the inclusion of a range of information about domestic abuse and service access.

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- There will be ongoing promotion of gender equality awareness across a range of media platforms including information leaflets, newsletters and on the Council's and partner agencies websites.

- We will clearly promote our commitment to eradicate domestic abuse by actively promoting details of the assistance that landlords will provide.

- The Community Planning Partnership will adopt an 'eyes and ears' approach which requires staff at all levels to feel supported and confident when raising concerns surrounding domestic abuse.

- The Community Planning Partners will adopt a no wrong door approach for those households experiencing domestic abuse.

- We will expand our Safe Contact Programme across local offices and businesses to ensure households experiencing domestic abuse can speak out and access services.

- The North Ayrshire Violence Against Women Partnership (VAWP) is responsible for the delivery of the national VAW strategic framework as detailed within the Safer North Ayrshire Strategy. On an annual basis the VAWP raises awareness through a range of activities delivered across North Ayrshire, culminating in our participation in the national 16 days of activism programme to end violence against women and girls.

5. **Community Planning Partners response to households experiencing domestic abuse.**

This policy commits North Ayrshire social landlords to support people who are at risk of or experiencing domestic abuse. The needs of the victim will be at the centre of our approach to housing provision. We will:

- Maximise the flexibility of housing options available to those experiencing domestic abuse.

- Support those affected by domestic abuse to remain in their tenancy, if that is their choice; or if they prefer to move out of the tenancy, support them to do this.

- Assist victims of domestic abuse to access support from organisations such as Women's Aid, the North Ayrshire Home Security Project and local counselling services.

- Support victims and survivors of domestic abuse to gain appropriate information and advice to ensure they understand their rights.

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- Develop pathways for those who have experienced domestic abuse to improve their journey into a new home.

- Use relevant and appropriate legislation to support the rehousing choices of the victims of domestic abuse.

6. Future Legislation

The Domestic Abuse (Protection) (Scotland) Bill was introduced in Parliament on 2 October 2020. The Bill was passed by Parliament on 18 March 2021; however, regulations still require to be developed prior to implementation.

The Bill provides Police Scotland and courts with powers to make emergency notices and orders to protect people at risk of domestic abuse. This will include the power to remove a suspected perpetrator from a home they share with a person at risk of domestic abuse and prohibit them from contacting or approaching them in the future.

When the regulations for the Bill are finalised, this policy will be updated to reflect these new powers.

7. Monitoring the policy

The implementation of the policy will be monitored by the VAWP, with outcomes reported to the Safer North Ayrshire Partnership on an annual basis.

The policy will be reviewed annually by the VAWP.

Appendix 1

North Ayrshire Violence Against Women Partners

Agency
Council Cabinet Member for Green New Deal and Sustainability - Chair
VAWP Co-ordinator – Housing Services Community Safety
NA Child Protection
Barnardo's
MAASH
Police Scotland DA Unit
Fire and Rescue
Police Scotland Liaison
NA Education
NA Community Planning Partnership
NA ASP Learning & Development
Break the Silence
Justice Services
NA Child Protection
NA Housing
NA Welfare Reform
ASSIST
Public Health
Women's Aid
HSCP C&F
STAR Centre
NA Connected Communities
NA Alcohol & Drugs Partnership
Home Security Project Officer
Community Safety Services
Choose Life
Community Justice Ayrshire
Victim Support
Service Access, H&SCP
Education
NA Human Resources
Social Services

NORTH AYRSHIRE COUNCIL

30 November 2021

Cabinet

Title:	Coronavirus (COVID-19) Tenant Grant Fund
Purpose:	To advise Cabinet on the Scottish Government's Tenant Grant Fund and provide information on how the grant will be allocated in North Ayrshire.
Recommendation(s):	That Cabinet (i) notes the Coronavirus (COVID-19) Tenant Grand Fund award of £0.298m to North Ayrshire Council for distribution; (ii) approves the proposed eligibility criteria for use in North Ayrshire; (iii) approves the proposed process for administration; and (iv) approves that the Coronavirus (COVID-19) Tenant Grant Fund be open for application in North Ayrshire from Tuesday 7 December 2021.

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1. Executive Summary

1.1 On 23 June 2021, the Deputy First Minister announced the Scottish Government's intention to launch a £10m grant fund later in the year to support private and social rented tenants who have incurred rent arrears as a direct result of the COVID-19 pandemic.

1.2 The £10m fund will enable local authorities to assist tenants in the private and social rented sectors who are struggling with rent arrears and are consequently at risk of homelessness.

1.3 North Ayrshire Council has been awarded £0.298m from the Coronavirus (COVID-19) Tenant Grant Fund, with a further £0.016m awarded to support administration costs. The funding is for use within the 2021/22 financial year. Whilst the Scottish Government has provided guidance and eligibility criteria on use of the funds, local authorities have discretion in how it will be utilised.

1.4 This report sets out recommendations for the criteria to be applied in allocating the Coronavirus (COVID-19) Tenant Grant Fund within North Ayrshire.

2. Background

2.1 On 23 June 2021, the Deputy First Minister announced the Scottish Government's intention to launch a £10m grant fund later in the year to support private and social rented tenants who have incurred rent arrears as a direct result of the COVID-19 pandemic.

2.2 The £10m fund is intended to enable local authorities to respond quickly, efficiently and flexibly to assist tenants in the private and social rented sectors who are struggling with rent arrears and are consequently at risk of

homelessness. Through this fund, the Scottish Government has provided a one-off grant to each local authority in Scotland.

2.3 North Ayrshire Council has been awarded £0.298m of the Coronavirus (COVID-19) Tenant Grant Fund, with a further £0.016m awarded to support administration of the fund. The funding is for disbursement within the 2021/22 financial year.

2.4 The purpose of the fund is to mitigate the challenges experienced by tenants who have been adversely impacted by the pandemic. Local authorities should use the fund to prevent homelessness and sustain tenancies by directly reducing or paying off rent arrears for social housing and private rented sector tenants.

2.5 The grant fund is flexible, enabling local authorities to exercise a large degree of discretion in administering it, as part of a holistic homelessness prevention approach. It can be used alongside other existing tools and financial support such as Discretionary Housing Payments (DHPs), benefit checks, etc., and it can cover a proportion, or all, of a tenant's rent arrears. The Scottish Government has, however, set high-level eligibility criteria as follows:

- The grants are limited to helping with rent arrears which accrued between 23 March 2020 and 9 August 2021. Arrears before 23 March 2020 cannot be covered.
- Arrears after 9 August 2021 can only be covered in exceptional circumstances, where the local authority is satisfied that arrears relate to the continued impact of pandemic restrictions.
- Grants can be used to make a full or partial payment of arrears, depending on individual circumstances.
- Grants will be targeted towards current tenants who are at risk of becoming homeless and do not have any other way of clearing the arrears.
- Payments will be made to landlords rather than tenants on the strict condition that the payment will be used to credit the tenant's rent account.
- Landlords must demonstrate that they are complying with the pre-action requirements for rent arrears and agree not to progress a repossession on the basis of Covid related rent arrears where a grant is paid and the tenant meets all future agreed rent and repayment obligations.

2.6 The Scottish Government intends the Grant Fund to assist the tenant and landlord to come to a (further) sustainable and reasonable arrears repayment plan. This could include a proportion of the arrears being paid off by the Grant Fund, alongside the landlord reducing the amount of arrears owed (if it is able to do so, without causing undue difficulty), and the local authority, or others, providing income maximisation support to the tenant, resulting in a more manageable level of debt to repay.

2.7 The Grant Fund works on the assumption that both social and private landlords would already be using the existing pre-action requirements, to signpost tenants to get support. It recognises that there may have been previous arrangements which have since broken down.

Proposed Arrangements in North Ayrshire

2.8 In order to establish suitable arrangements for administration of the Grant Fund in North Ayrshire, several multi-service workshops were undertaken. In addition, current practice across other local authorities, as well as their initial proposals for the Tenant Grant Fund, were reviewed. As a result, the following proposals have been developed:

Eligibility Criteria

2.9 The following assessment criteria is proposed for the Coronavirus (COVID-19) Tenant Grant Fund, in addition to the criteria set by the Scottish Government:

- The landlord must be either a local registered social landlord (including North Ayrshire Council) or a private landlord registered with the local authority
- The tenant must have received Notice of Proceedings of Recovery of Possession (social tenancies) or Notice to Leave (private tenancies), and landlord must have undertaken all pre-action requirements in accordance with the relevant legislation, with a Section 11 notification provided to the local authority
- Provision of the grant must ensure that homelessness is prevented
- The landlord must agree that no further action will be taken regarding any remaining arrears included in the qualifying criteria if an award is paid

2.10 Appropriate proof of satisfying the above criteria will be sought from the tenant and/or landlord to ensure due diligence and mitigate against fraud, and for audit purposes.

2.11 A grant payment to reduce or clear rent arrears should be seen as a 'fresh start', meaning past COVID-19 related arrears (accrued within the applicable timeframe) paid off by the grant will no longer be considered as a ground for future eviction action.

Administration of the Grant

2.12 Staff from the Welfare Reform Advice Team will be responsible for processing applications. The administration of the Coronavirus (COVID-19) Tenant Grant Fund will, in the main, mirror the established process for assessing Discretionary Housing Payments. In addition, the following rules will apply:

- Consideration must be given to other solutions (Discretionary Housing Payments, income maximisation, payment arrangement) before approving any grant award
- The grant provided will be 50% of the arrears accrued in the qualifying period, up to a maximum of £1000
- The Processor will have authority to directly award grants up to the value of £500
- Applications for between £500 and £1000 will be assessed by a Coronavirus (COVID-19) Tenant Grant Fund Panel
- The Processor will encourage the tenant and landlord to come to a suitable arrangement for the remaining 50% of the arrears

- Any award from the Coronavirus (COVID-19) Tenant Grant Fund will be paid directly to the landlord

2.13 A dedicated telephone number and email address have been established to receive applications and enquiries regarding the fund. Applications can be made online or via telephone.

2.14 The multi-service Tenant Grant Fund Panel will approve Fund awards of between £500 and £1,000 and undertake appropriate auditing of awards of less than £500. The panel will include officers from the Welfare Reform Advice Team, Housing Operations, Homeless Assessment and Advice Team, Money Matters and Customer Services.

2.15 In the case of North Ayrshire Council tenants, the Council will reduce the remaining arrears by up to 50% by matching payments made towards the qualifying arrears by the tenant up to and including 31 March 2022. The Council will actively encourage other landlords to adopt a similar approach, if able to do so.

2.16 The tables below illustrate how the Coronavirus (COVID-19) Tenant Grant Fund could support a reduction in COVID-19 related arrears for a Council tenant with £1,000 arrears.

Scenario 1	
Total COVID-19 related arrears	£1,000
Tenant Grant Fund payment	£500
Payment from tenant	£250
NAC matched reduction	£250
COVID-19 related arrears balance	£0

Scenario 2	
Total COVID-19 related arrears	£1,000
Tenant Grant Fund payment	£500
Payment from tenant	£125
NAC matched reduction	£125
COVID-19 related arrears balance	£250

2.17 Non COVID-19 related arrears will not be considered in the Tenant Grant Fund application. Rent payments received from tenants will be allocated towards ongoing rent in the first instance and thereafter proportioned across any arrears. For example, if the tenant had a £2,000 arrears balance, £1,000 of which is COVID-19 related arrears, 50% of any monies received above the ongoing rent will be assumed as contributing towards the COVID-19 related arrears.

<u>Process for Administration</u>

2.18 The proposed process for administration of the Tenant Grant Fund is as follows:

1. Referrer completes Tenant Grant Fund Application	6. If value is between £500 and £1000, Processor will refer case to Tenant Grant Fund Panel for consideration	7. If Grant is approved by Panel, Processor will arrange payment to landlord
2. Processor checks application against assessment criteria	5. If value is less than £500, Processor will arrange payment to landlord	8. Processor will follow up with tenant and landlord to encourage arrangement for remainder of arrears
3. If application meets criteria, Processor obtains relevant proofs	4. Processor will calculate 50% of arrears that fall within Tenant Grant Fund criteria	9. Processor will arrange any further referrals required, such as budgeting, debt advice or income maximisation.

2.19 With reference to the 'Referrer' at point 1 in the process, there are several pathways that could generate a grant application. These include:

- A tenant submitting an application
- A landlord submitting an application on behalf of their tenant
- A tenant presenting to a Council service with financial related housing difficulties who is at risk of homelessness or is referred by a third sector/housing advice organisation
- The Council's Homeless Team via a Section 11 notification from a private landlord of intent to evict, or direct contact from a landlord or letting agent concerned about a tenant in rent arrears

2.20 Should a grant award be made, private landlords should withdraw any ongoing application with the First-tier Tribunal for Scotland, as the rent arrears which were the subject of eviction or repayment proceedings would be reduced or repaid in full. Adjourning proceedings would allow time to determine whether the arrears can be paid off in full by the grant or, if arrears are only reduced, it may allow time to determine if a sustainable repayment plan can be agreed for the remainder of the arrears.

<u>Additional Support for Tenants</u>

2.21 To ensure all action is taken to prevent Tenant Grant Fund applicants from facing further financial difficulty, an approach has been developed regarding the provision of financial advice.

2.22 Every tenant who is subject to an application, whether self-referred or referred by another party, to the Grant Fund will be given financial advice, support, and assistance, regardless of whether they meet the criteria for an award.

2.23 The referral process will mirror that of the traditional money advice referral routes, i.e., Council tenants will be supported by the Welfare Reform Advice Team, Registered Social Landlord (RSL) tenants will be supported by their landlord, and private tenants will be supported either through Money Matters or the Better Off North Ayrshire referral path.

2.24 If it is decided that a Tenant Grant Fund payment would not be suitable on grounds that the tenancy cannot be saved (such as the tenant's inability to pay rent even after an award has been made for COVID-19 related arrears), the tenant will still be supported with financial and appropriate housing advice.

2.25 Advice and support is also available for private landlords. For example, the PRS Landlord COVID-19 Loan Support Fund is available for private landlords who wish to work with their tenant to sustain a tenancy. The Fund can provide short-term support for private landlords where tenants are having difficulty paying rent as a result of the impacts of COVID-19.

Monitoring and Reporting Requirements

2.26 As part of reporting arrangements for the Coronavirus (COVID-19) Tenant Grant Fund, local authorities are required to provide a brief report to Scottish Ministers setting out:

- the number and level of grants issued and how much grant was paid, broken down by tenure, (e.g., private, local authority or RSL tenant)
- how many of these grants paid off the rent arrears in full or partially, and
- how many tenancies were sustained as a direct result of the grant being paid.

2.27 Reports must be submitted to the Scottish Ministers on 31 December 2021 and 31 March 2022.

2.28 It is intended to commence administration of the Coronavirus (COVID-19) Tenant Grant Fund from Tuesday 7 December 2021. A communication plan has been developed and publicity for the Coronavirus (COVID-19) Tenant Grant Fund has commenced, with details of the full criteria to be released following approval by Cabinet.

3.   Proposals

3.1   That Cabinet (i) notes the Coronavirus (COVID-19) Tenant Grand Fund award of £0.298m to North Ayrshire Council; (ii) approves the proposed eligibility criteria for use in North Ayrshire; (iii) approves the proposed process for administration; and (iv) approves that the Coronavirus (COVID-19) Tenant Grant Fund be open for application in North Ayrshire from Tuesday 7 December 2021.

4. Implications/Socio-economic Duty

Financial

4.1 The Scottish Government has provided a one-off allocation to each local authority in Scotland, based on a distribution method agreed with CoSLA. North Ayrshire Council has been awarded £0.298m of the Coronavirus (COVID-19) Tenant Grant Fund, with a further £0.016m awarded to support administration of the fund. The grant funding is available until the end of March 2022. The proposed match funding for Council tenant arrears will be met from the Housing Revenue Account budget for managing rent arrears.

Human Resources

4.2 A multi-service panel has been established to oversee the administration of the fund. Representatives from Housing Services, Money Matters and Customer Services have developed procedures for administering the fund. Staff from the Welfare Reform and Advice Team will assist with processing applications.

Legal

4.3 None.

Equality/Socio-economic

4.4 The Tenant Grant Fund will have a positive impact on the lives of many tenants within North Ayrshire. The funds will prevent homelessness and reduce debts for some of our most vulnerable residents.

Environmental and Sustainability

4.5 None

Key Priorities

4.6 The purpose of the fund is to provide direct financial support to tenants via their landlord to help pay rent arrears that have arisen due to the impact of the COVID-19 pandemic. It is aimed at highly vulnerable tenants who would otherwise become homeless or do not have alternative sources of support. This will help to achieve the Council's priority for active and strong communities and that people enjoy good life-long health and well-being.

Community Wealth Building

4.7 Financial advice and assistance will be provided to support tenants, including maximising their income. Improving income and reducing debt will help to address poverty and inequality. Employment advice from our Welfare Reform &

Advice Team and Housing Support staff will help to bring social improvements to local communities.

5. Consultation

5.1 Officers from the Welfare Reform Advice Team, Housing Operations, Homelessness Service, Money Matters and Customer Services have been consulted on the proposals for North Ayrshire's Coronavirus (COVID-19) Tenant Grant Fund.

RUSSELL MCCUTCHEON
Executive Director (Place)

For further information please contact **Robert McGilvery, Senior Manager (Housing Operations) on 01294 310175**.

Background Papers

NORTH AYRSHIRE COUNCIL

30 November 2021

Cabinet

Title:	**Local Housing Strategy 2018-2022: Progress Update**
Purpose:	To provide Cabinet with an update on progress of the Local Housing Strategy 2018-2022 (LHS18) and to seek approval for an update to be submitted to Scottish Government.
Recommendation:	That Cabinet (i) notes the content of this report and progress against the LHS Action Plan to November 2021; and (ii) approves its submission to the Scottish Government.

1. Executive Summary

1.1 The Housing (Scotland) Act 2001 places a statutory requirement on local authorities to produce a Local Housing Strategy (LHS) around every five years, that sets out its priorities and plans for the delivery of housing and related services.

1.2 The LHS enables local authorities to monitor progress against national and local priorities and targets. It is a statutory requirement for a LHS to be kept under review, and the Scottish Government expects all local authorities to review and report on progress annually.

1.3 This report provides an overview on progress made to date on the delivery of the Local Housing Strategy 2018-2022, and how this will impact on the forthcoming Local Housing Strategy (2022-2027).

1.4 Members are invited to note the contents of the report and approve its submission to the Scottish Government.

2. Background

2.1 The Housing (Scotland) Act 2001 places a statutory requirement on local authorities to produce a Local Housing Strategy (LHS), that sets out its priorities and plans for the delivery of housing and related services. The 2001 Act states that the LHS: must be supported by an assessment of housing provision including the need and demand for housing and related services; that it must be submitted to Scottish Ministers; and that local authorities must keep their LHS under review. The Scottish Government expects all local authorities to review and report on progress annually.

2.2 The North Ayrshire Local Housing Strategy 2018-2022 was approved at Cabinet on 7 December 2017. It details the issues and challenges facing the local housing system and describes how we intend to address them. Five key themes were identified, each

with an associated outcome, that were agreed with local people, partners and stakeholders:

- **SUPPLY:** The supply of housing meets the needs and aspirations of local people
- **CONDITION:** People live in good quality homes that they can afford to heat
- **PLACE:** Our homes are located in strong, stable and safe communities
- **SUPPORT:** People receive the support they need to live independently at home, for as long as possible
- **HOMELESS:** Homeless services focus on early intervention, prevention and sustainable housing solutions

Taken together, these are intended to ensure that housing in North Ayrshire is fit for purpose, dynamic and flexible.

2.3   Work is underway to develop the Local Housing Strategy 2022-2027. As part of the development process, a final review of the 2018-2022 Strategy has been undertaken. This provides an opportunity to highlight progress and successes since the inception of the current strategy and consider priorities that require further action. The latter will be considered for inclusion in the new LHS action plan, where appropriate.

Successes

2.4   Key successes from the Local Housing Strategy 2018-2022 are as follows:

Outcome 1: The supply of housing meets the needs and aspirations of local people

2.5   Whilst the COVID-19 pandemic caused significant disruption to our new build programme, we have completed 554 of the 1,000 homes we committed to in the LHS 2018-22 and anticipate that this will increase to 696 by March 2022 (with a further 170 on site).

2.6   Between 1 April 2018 and 31 March 2021, the Council purchased 23 second hand and 17 empty homes to bring back into use.

2.7   In 2018/19, we revised our Council housing rent structure to ensure it is fair and transparent. The new structure was fully implemented following extensive consultation with tenants.

OUTCOME 2: People live in good quality homes that they can afford to heat

2.8   A revised Scheme of Assistance was launched in 2018, which included a new Missing Shares Policy to help owners in tenement blocks carry out essential common repairs, and a Pre-Tenancy Support Service which provides a specialised advice and inspection service to landlords to increase awareness about the required minimum standard of properties.

2.9   99.09% of the Council's housing stock meets SHQS compliance. Local registered social landlords also have good performance in this area. In addition, 97.6% of our housing stock meet the current EESSH to 2020 standards. The Council is in the process of developing a strategy to achieve the new EESSH2 standards by 2032. Cunninghame Housing Association has achieved 93.9%, ANCHO 97.9% and Riverside Scotland (formerly Irvine Housing Association) 79.6%.

2.10 Two sustainable demonstrator homes were developed in our Dickson Drive (Phase 2), Irvine site in March 2020. The homes' specification includes a renewable energy system incorporating a water heat pump, solar thermal & PV roof panels and thermal stores provide heating, hot water and electricity generation to the units. A range of other technologies feature, including smart heating lighting controls, smart home security, upgraded insulation, triple glazing, and various water conservation measures. The learning from this project will be used to inform future Council housing developments and shared with local RSLs and other local authorities.

2.11 The Council started to retrofit solar PV panels on its residential properties in November 2018 and our target is to install on 500 properties by 31 March 2022. As of 25 October 2021, installations have been completed on 437 properties, with the balance scheduled for completion by 31 March 2022. Housing Services is also incorporating in-line and retrofit solar PV panels to some homes as part of the latest re-roofing and re-rendering contract.

OUTCOME 3: Our homes are located in stable, strong and safe communities

2.12 The Council launched its 10-year Estate Based Regeneration Programme in 2019, representing indicative minimum investment in stock and estates of £10m. This approach complements the Council's ambitious housing development programme via the Strategic Housing Investment Plan.

2.13 A large selection of town centre developments have been included in the Strategic Housing Investment Plan, including Glencairn House, Stevenston; Afton Court, Stevenston; Caley Court, Stevenston; Kyleshill Court, Saltcoats; Springvale, Saltcoats; Watt Gardens, Dalry; Kings Arms, Irvine; Fullarton High Flats Site, Irvine; St Colm's Place, Largs; Largs Police Station site and the former Kilbirnie Housing Office.

OUTCOME 4: People receive the support they need to live independently at home, for as long as possible

2.14 The Council will have exceeded its LHS target by building 250 new sheltered housing units to date. In addition, 80 sheltered housing units have been refurbished since 2018. The HRA 2021/22 budget approved in December 2020 includes a further £25m investment in the sheltered housing portfolio. Eleven complexes, totalling 236 units, will be fully refurbished over the life of the next LHS.

2.15 The Council's original commitment to resettle up to 100 refugees in the period up to 2019 was achieved by 2017, two years earlier than anticipated. Since then, a further fourteen Syrian families and two families from Afghanistan have been welcomed into North Ayrshire. There are plans to resettle a further five Syrian families and three Afghan families before the end of the current financial year.

2.16 The Council has exceeded its 7% target for new build properties that are suitable for wheelchair users and has, over the course of the LHS, provided 15% of new builds that are suitable for wheelchair users.

2.17 Officers within the Place Directorate and the Health and Social Care Partnership have developed a new supported accommodation housing model for implementation at various sites across North Ayrshire. Trindlemoss, the flagship model, was completed

in early 2020 followed by a new build supported accommodation unit at Bessie Dunlop Court, Dalry in December 2020. A further three units are currently under construction.

<u>OUTCOME 5: Homeless services focus on early intervention, prevention and sustainable housing solutions</u>

2.18 The Council has implemented a range of prevention and early intervention processes to ensure that people know how to access housing support services; rough sleeping in North Ayrshire is amongst the lowest levels across Scotland.

2.19 In line with the ambitions set out in North Ayrshire's Rapid Rehousing Transition Plan, two homeless hostels have been successfully closed, and a range of dispersed furnished accommodation created across North Ayrshire.

2.20 North Ayrshire's multi-agency Homelessness Task Force has developed and implemented a prison discharge protocol to minimise the risk of homelessness and repeat offending.

Further action

2.21 Priorities that require further action, and will be reviewed during the development of the Local Housing Strategy 2022-2027 are as follows:

<u>OUTCOME 1: The supply of housing meets the needs and aspirations of local people</u>

2.22 A model for self-build has been developed and a pilot site identified for six serviced plots at the former Brisbane Primary in Largs. This project has been impacted by the COVID-19 pandemic, as Officers prioritised recommencement of on-site developments following the national lockdown. The initiative is in the planning stages is expected to be on-site during 2022.

2.23 Following significant research on the Scottish Futures Trust's (SFT) shared ownership model, a Cabinet paper was approved in late 2018 for a pilot project in Largs. This project has been delayed, predominantly due to issues in attaining Scottish Water approval, as well as the impact of the COVID-19 pandemic. Planning permission was submitted for the development in July 2021 and conditional approval has been received. Continued engagement with SFT is taking place and the project will progress subject to an outstanding query which has been raised with SFT regarding the operation of the model.

<u>OUTCOME 2: People live in good quality homes that they can afford to heat</u>

2.24 More information is required on the condition of privately owned and rented properties in North Ayrshire to focus efforts in improving property condition across the sector. The Scottish Government's 'Housing to 2040' Strategy commits to the development of a rented sector strategy, with universal standards across social and privately rented housing. Further guidance is awaited on this strategy to determine the relevant data required when developing a baseline for North Ayrshire and officers will use this guidance to consider actions required in the next Local Housing Strategy.

<u>OUTCOME 4: People receive the support they need to live independently at home, for as long as possible</u>

2.25 Housing Services planned to host sheltered housing 'open days' to reduce the stigma which is sometimes associated with this house type and showcase the Council's excellent housing which is fit for the 21st century, however this work is currently on hold due to COVID-19 restrictions. If unable to proceed before April 2022, the action will be carried forward and delivered as part of the next LHS.

OUTCOME 5: Homeless services focus on early intervention, prevention and sustainable housing solutions

2.26 Work was undertaken to minimise the risk of repeat homelessness, however during the pandemic cases have increased significantly. Reducing repeat homelessness will be a priority piece of work for the Housing Service over the next 12 months.

2.27 Substantial progress has been made over the life of the current Local Housing Strategy 2018-2022, despite significant challenges presented to the Council and partners during the COVID-19 pandemic. This progress provides a strong foundation on which to develop the next Local Housing Strategy 2022-2027, which will also be informed by the visions and aspirations set out in the Scottish Government's 'Housing to 2040' Strategy.

2.28 The Local Housing Strategy 2018-2022 action plan is available at Appendix 1, with a summary of progress achieved to November 2021.

3.   Proposals

3.1   That Cabinet (i) notes the content of this report and progress against the LHS Action Plan to November 2021; and (ii) approves its submission to the Scottish Government.

4.   Implications/Socio-economic Duty

Financial

4.1   Any financial implications arising from the projects and initiatives included within the Local Housing Strategy 2018-2022 are considered and monitored as part of the Housing Revenue Account budget setting and monitoring process and incorporated in the Housing Revenue Account 30-year Business Plan. Projects outwith the scope of the Housing Revenue Account, such as the shared ownership and self-build models, are considered and monitored as part of the Council's General Fund budget process.

Human Resources

4.2   The Local Housing Strategy 2018-2022 is delivered by North Ayrshire Council staffing and complemented by external expertise, where required.

Legal

4.3   The development and monitoring of the Local Housing Strategy 2018-2022, which sets out its priorities and plans for the delivery of housing and related services in North Ayrshire, ensures compliance with the Housing (Scotland) Act 2001.

Equality/Socio-economic

4.4 The provision of good quality housing through the actions set out in the Local Housing Strategy 2018-2022 has a positive impact on those who require specialist accommodation, older people, those who are homeless, or at risk of homelessness, and those for whom purchasing a home is not an affordable option. The benefits of high-quality housing in relation to health, wellbeing and educational attainment, are well documented.

Environmental and Sustainability

4.5 Progress in achieving the Energy Efficiency Standard for Social Housing (EESSH), alongside the actions set in the Local Housing Strategy 2018-2022 around energy efficiency, including a solar PV retrofit programme, contribute significantly to the Council's Sustainability agenda. In addition, new homes delivered through the Strategic Housing Investment Plan 2022-2027 should have a low environmental impact - with the aim of reducing fuel use and associated fuel costs - and will be delivered in accordance with Building Standards' regulations for energy efficiency.

Key Priorities

4.6 The Local Housing Strategy 2018-2022 supports the priorities set out across the wider local and national strategic landscapes. Council Plan priorities which are supported include:

Aspiring Communities
• Active and strong communities
• Children and young people experience the best start in life
• People enjoy good life-long health and well-being
• People and communities are safe

Inspiring Place
• Effective infrastructure and digital connectivity
• Affordable, modern, and well-designed homes that meets residents' needs
• Vibrant, welcoming, and attractive places
• A sustainable environment

Community Wealth Building

4.7 With an emphasis on quality places, sustainable communities and fit for purpose housing that is in good repair, our regeneration and housing provision work supports the priorities set out in the Community Wealth Building Strategy

5. Consultation

5.1 The progress of the LHS 2018-2022 has been prepared by gathering information from various project leads across Council services, as well as partner RSLs.

5.2 Actions which require to be carried forward to the LHS 2022-2027 will be subject to extensive consultation as part of the strategic planning process.

RUSSELL McCUTCHEON
Executive Director (Place)

For further information please contact **Jacqueline Cameron, Senior Manager (Housing, Strategy & Development),** on **01294 485652**

Background Papers
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North Ayrshire Local Housing Strategy 2018-2022

Action Plan Progress – November 2021

OUTCOME 1: The supply of housing meets the needs and aspirations of local people

We will:	Progress	Status
Use the affordable housing development programme to provide opportunities to front fund infrastructure works for private development	Housing Services and Economic Development and Regeneration have been considering strategic sites where a mix of private and affordable homes could be delivered. Consideration is given to the timing of construction, and whether infrastructure required for affordable housing could attract or support private developers to build on adjacent sites. At present, feasibility work is underway on a confidential project where infrastructure works could support neighbouring private sector development.	✓
Develop a strategy for the promotion of housing development on strategic regeneration sites, to stimulate development	Local Development Plan 2 identifies Strategic Development Areas where housing is part of the mix of uses proposed. Work is progressing on a number of sites to deliver both public and private sector housing, considering a range of delivery mechanisms to stimulate development. At Montgomerie Park, a Simplified Planning Zone was established in 2019 as an innovate approach to deliver new homes, whereby a developer will not be required to apply for planning permission for part of the Strategic Housing Growth Area.	✓
Identify an initial pilot site for own build including consideration of Council funding and provision of infrastructure	A model for self-build has been developed and a pilot site identified for six serviced plots at the former Brisbane Primary in Largs. The initiative is in the planning stages and expected to be on-site in 2022.	!
Prepare a business case for a municipal mortgage scheme	In 2018, a paper was prepared which concluded that this to be an unnecessary intervention at this time, given the low lending rates nationally.	✓
Carry out research to establish housing pressure in the private rented sector	This work was undertaken in 2020 and is included in the Housing Needs & Demand Assessment 2020. We will further consider pressures in the private sector in the next Local Housing Strategy.	!
Build a total of 1,000 new Council homes by March 2022	We have completed 554 of the homes we committed to and anticipate that 696 will be complete by March 2022 (with a further 170 on site). We will add any outstanding units to the forthcoming LHS and deliver these alongside further homes that are planned. The COVID-19 pandemic caused significant disruption to our new build programme, both in terms of corporate resources and, more significantly, the construction industry. The 1,625 Council homes committed in the Strategic Housing Investment Plan 2022-2027 will be delivered within the life of the next plan.	!
Purchase at least 20 second hand properties to bring them back into the affordable housing supply	Between 1 April 2018 and 31 March 2021, the Council purchased 23 second hand homes to bring back into use. The Strategic Housing Investment Plan 2022-2027 includes the provision for a total of five buy backs per year for second hand and empty properties.	✓
Review our Affordable Housing Policies, as part of the Local Development Plan process	The Local Development Plan 2, adopted in November 2019, removed the requirement for developers to provide a contribution towards affordable housing as it was considered that, in the context of historic affordable housing delivery levels and significant Council and Scottish Government funding for affordable housing (i.e., the SHIP), the need element of the Housing Supply Target would be achieved without subsidy from market sector housing development at the latest by April 2021. This was expected to have a positive impact on making North Ayrshire a more attractive place for private developers, where previously up to 25% of units on sites had to be of an affordable tenure.	✓
Review the North Ayrshire Allocation policy	The review has been completed, policy changes applied, and a revised Allocation policy has been in place since 2019.	✓
Explore the viability of delivering alternative affordable housing delivery models (e.g., Scottish Futures Trust 'Accessible Home Ownership' model etc.) in our most pressurised areas	Following research, a paper was submitted to Cabinet in late 2018 for a Scottish Futures Trust, shared ownership model in Largs. The project has been delayed, predominantly due to issues attaining Scottish Water approval, as well as the COVID-19 pandemic. Planning permission was submitted for the development in July 2021 and conditional approval has been received. Continued engagement with SFT is taking place and the project will progress subject to an outstanding query which has been raised with SFT regarding the operation of the model.	!
Carry out a review of the Council housing rent structure	In 2018/19, we revised our Council housing rent structure to ensure it is fair and transparent. The new structure was fully implemented following extensive consultation with tenants.	✓

Explore the viability of introducing a North Ayrshire Living Rent accreditation scheme	A paper was prepared in 2018 which found that a Living Rent scheme was not necessary in North Ayrshire, as all our housing stock, whether social, private rented or owner-occupied has a similar, affordable, cost at the entry level.	✓
Carry out island specific research to secure detailed data on housing need and demand to identify new rural housing solutions	Since the last LHS, 18 homes have been developed on Cumbrae and 34 homes are due to be completed on Arran in early 2022. Through development of the new homes on Arran, work has been undertaken to promote application to the North Ayrshire Housing Register for those identified as in need by local groups. A further exercise has been undertaken to gain more information about demand for specific locations on Arran. Following completion of the 34 homes, further analysis is planned to consider future demand. Alongside this, work was undertaken in developing the Housing Needs & Demand Assessment 2020.	✓
Engage, support and partner with groups who aim to alleviate rural housing challenges (Arran Economic Group, Cumbrae Services Review Group)	Consultation with residents and community groups was undertaken during development of 34 units at Brathwic Terrace, Arran and the 18 new homes at St Beya Gardens, Cumbrae. These developments, alongside continued work with communities on the island, are anticipated to stimulate investment in other infrastructure to encourage economic growth. An Arran Local Lettings Initiative was also implemented by the Council in April 2021, reflecting housing challenges faced on the island. The Initiative awards additional priority to specific North Ayrshire Housing Register (NAHR) applicants in housing need who live on Arran and/or are deemed to be essential workers.	✓
Review our Empty Homes buy-back policy	We have reviewed the criteria for second home buy backs. The criteria for empty homes aligns to this, with the additional premise that the property has been empty for six months or more. This ensures that buy backs align with our strategic goals.	✓
Purchase a minimum of 10 empty homes	Between 1 April 2018 and 31 March 2021, the Council purchased 17 empty homes. The Strategic Housing Investment Plan 2022-2027 includes the provision for a total of five buy backs per year for second hand and empty properties.	✓
Provide an 'Empty Home-Owners Loan' scheme	The North Ayrshire Empty Homes Loan Fund, financed by the Scottish Government, has been available to empty homeowners within North Ayrshire since 2013. To date there has been limited take up of this fund, and a request was submitted to the Scottish Government to allow us to carry over the £80,000 funds in 2020. We are considering a request for variations to the eligibility criteria to provide flexibility to the loan fund, which may make it more attractive to owners of long-term empty homes.	✓
Continue to impose an Empty Homes Council Tax Levy	Over the lifetime of the LHS we have continued to impose an empty homes Council tax levy to encourage owners to bring them back into use.	✓
Participate in the Scottish Empty Homes Partnership	Throughout the LHS 2018-2022, we have continued to participate in the Scottish Empty Homes Partnership and will remain active members moving forward.	✓
Provide support and advice to owners, to bring empty homes back into use	Throughout the lifetime of the LHS 2018-2022 we have continued to provide support and advice to homeowners, to support them to bring empty homes back into use.	✓

OUTCOME 2: People live in good quality homes that they can afford to heat

We will:	Progress	Status
Carry out research into overall property condition in the private housing sector	The Housing Needs & Demand Assessment 2020 which was submitted to the Scottish Government included information from the Scottish House Condition Survey on the overall condition of owner-occupied homes in the private sector. Unfortunately, the sample size for privately rented accommodation was too small to use. The Scottish Government's 'Housing to 2040' strategy commits to the development of a rented sector strategy, with universal standards across social and privately rented housing. We await further guidance on this to determine the relevant data required when developing a baseline for North Ayrshire and will consider actions required in the next Local Housing Strategy.	!
Establish a Multi-Agency Task Force to address areas within the private sector which need particular attention	A Multi-agency Task Force was established, and they continue to meet in relation to individual cases which merit a joint approach. Frequent members include Environmental Health, Building Standards and Streetscene. Other partners are invited based on case involvement.	✓
Review the Scheme of Assistance to identify opportunities for wider use of our discretionary powers	The Scheme of Assistance was reviewed and refreshed in 2018. As part of the review, we launched: a new Missing Shares Policy to help owners in tenement blocks carry out essential common repairs; and a Pre-Tenancy Support Service which	✓

	provides a specialised advice and inspection service to landlords to increase awareness about the required minimum standard of properties. This is intended to act as a preventative measure to improve property condition prior to tenant occupation and improve expectations between landlords and tenants.	
Consider a 'Missing Shares' Policy to assist owners to repair and improve flatted properties	On 1 April 2019, as part of the Scheme of Assistance review, we launched a new Missing Shares Policy to help owners in tenement blocks carry out essential common repairs	✓
Relaunch our approach to supporting homeowners to prepare Voluntary Maintenance Plans	Following the publication of the new Scheme of Assistance in 2018, we support homeowners on an ongoing basis with regard Voluntary Maintenance Plans.	✓
Continue to provide advice and assistance on private sector housing issues	Our Private Sector Team have continued to provide advice and assistance on private sector housing issues to tenants and landlords throughout the life of the LHS.	✓
Improve the quality of private sector housing by acting against registered private landlords who fail to address disrepair	Over the lifetime of the LHS we have continued to work with private landlords to support them to address disrepair in their properties. In most cases this is sufficient. However, where a landlord fails to maintain his property to the tolerable standard, we refer the matter to Licensing for consideration in terms of landlord registration.	✓
Explore whether there is a case for serving Maintenance Orders on owners where property is in disrepair	This has been remitted to the Multi-Agency Task Force, but to date there has been no individual property identified for the service of a Maintenance Order.	✓
Engage with homeowners, letting agents, landlords and tenants to improve gardens areas	This is part of our ongoing processes for supporting private housing residents through our Scheme of Assistance and has been in place for the lifetime of the LHS, and beyond.	✓
Ensure all applicable Council housing stock in the area continues to comply with the Scottish Housing Quality Standard and encourage our partners to do the same	99.09% of our housing stock meet SHQS compliance. We are currently working on targeting those that don't to determine what measures require to be put in place to achieve 100% compliance. Local registered social landlords also have good performance in this area.	✓
Ensure all applicable social housing stock achieves the Energy Efficiency Standard for Social Housing by 2020 and encourage our partners to do the same	97.6% of our housing stock meet the current EESSH to 2020 standards. We are in the process of developing a strategy to achieve the new EESSH2 standards by 2032. Cunninghame Housing Association has achieved 93.9%, ANCHO 97.9% and Riverside Scotland (formerly Irvine Housing Association) 79.6%	✓
Ensure that our new affordable homes are constructed to BRE Home Quality Mark four star or equivalent	All but one of the Council's developments built over the life of the LHS meet the Scottish Government's Greener Standard. The outlying project was a pilot using off-site construction and still achieved Bronze Active Status for Sustainable Buildings and Silver Status for Carbon Dioxide Emissions. The Council aims to surpass the Greener Standard in new build developments and is focused on sustainability and net-zero emissions.	✓
Build two new 'sustainable' homes to showcase our aspirations for sustainable living	Two sustainable demonstrator homes were developed in our Dickson Drive (Phase 2), Irvine site in March 2020. A renewable energy system incorporating a water heat pump, solar thermal & PV roof panels and thermal stores provide heating, hot water and electricity generation to the units. A range of other technologies feature, including smart heating lighting controls, smart home security, upgraded insulation, triple glazing, and various water conservation measures. The virtual demonstrator house tour was launched in February 2021 and is accessible online.	✓
Continue to provide advice on energy efficiency to the public	As part of the Council's commitment to achieve net zero carbon emissions by 2030, we are engaging with young people, communities and local businesses to tackle climate change. Within the domestic sector the Council provides energy efficiency advice and utilises the Local Energy Advice Forum (LEAF) to provide holistic services to residents. Our work through the Local Heat and Energy Efficiency Strategies (LHEES) also provides an opportunity to engage with the social and private housing sector, and work towards eradicating fuel poverty in North Ayrshire.	✓
Install energy efficiency measures to households using external grants	Utilising funding from the Scottish Government, the Council has been able to offer energy efficiency measures to 'fuel poor' and 'extremely fuel poor' households. These measures include external wall insulation, loft and cavity wall insulation and solar PV technology. The Council continues to seek funding opportunities to alleviate fuel poverty and support cultural change to increase the uptake of sustainable behaviours.	✓
Deliver our first large scale district heating scheme	Over the lifetime of the LHS, we have explored and delivered our first district heating system, as well as subsequent systems. Biomass boiler systems were installed at Glencairn House, Stevenston (28 units), Watt Court site (49 units) and at Flatt Road, Largs (123 units) development. We continue to consider district heating systems as part of planning new/future developments.	✓
Implement a programme of retrofit solar panels on our Council housing, where possible	The Council started to retrofit PV on our residential properties in November 2018 and our target is to install on 500 properties by 31 March 2022. As at 25 October 2021, we have installed on 437 properties and are scheduled to reach our	✓

We will:	Progress	Status
	target by 31 March 2022. As part of our new re-roofing and re-rendering contract, we have included the installation of in-line solar PV panels onto some homes where we are fitting a new roof and retro fitting solar PV panels where we are rendering / EWI only.	
Investigate the feasibility of the Council becoming an energy supplier	This has been explored and found to be non-viable, after reviewing the outcome of similar schemes offered by housing associations in England (2018-2021).	✓

OUTCOME 3: Our homes are located in stable, strong and safe communities

We will:	Progress	Status
Create a new 'regeneration programme' to further invest in the housing stock and infrastructure in our lower demand areas	In January 2019, the Cabinet approved a 10-year Estate Based Regeneration Programme, representing indicative minimum investment in our stock and estates of £10m. This approach complements the Council's ambitious housing development programme via the Strategic Housing Investment Plan. Several projects will involve selective demolition of existing stock, which will attract further investment associated with the replacement new build provision. A total allocation of 250 units has been identified in the SHIP for that purpose.	✓
Adopt the use of the Scottish Government's Place Standard in designing new Council housing developments, and encourage our RSL partners to do the same	Since 2018, all new Council housing projects as developed with consideration given to the Place Standard. Furthermore, the Council meets with our developing partner RSL's and the Scottish Government quarterly to discuss the new build programme and promotes the use of Designing Streets for all sites.	✓
Seek opportunities to develop new affordable housing in our town centres	Town centre housing is set out in the SHIP, as an area of importance. Over the lifetime of the LHS, this has led to a large selection of town centre developments being included in the SHIP, such as Glencairn House, Stevenston; Afton Court, Stevenston; Caley Court, Stevenston; Kyleshill Court, Saltcoats; Springvale, Saltcoats; Watt Gardens, Dalry; Kings Arms, Irvine; Fullarton High Flats Site, Irvine; St Colm's Place, Largs; Largs Police Station site and the former Kilbirnie Housing Office.	✓
Review our approach to Estate Based Projects	Following review, we refreshed our approach and in 2019 launched a £10m, 10-year, Estate Based Regeneration Programme. We are currently reviewing our approach to Tenant Led Budgeting to align with the Programme, which we intend to launch in early 2022.	✓
Undertake a strategic review of infrastructure investment required in our estates and create a programme of improvement works	The Estate Based Regeneration Programme complements our approach to infrastructure investment, and we have a programme of improvements planned. Roads and footpaths will be adopted following upgrading works.	✓
Attain Secured by Design accreditation for all new Council homes and encourage our partners to do the same	Since 2018 we have sought to ensure that Secure by Design accreditation is obtained for all new Council housing projects. Furthermore, the Council meets with our developing partner RSL's and the Scottish Government quarterly to discuss the new build programme and promotes Secure by Design Accreditation for all sites.	✓

OUTCOME 4: People receive the support they need to live independently at home, for as long as possible

We will	Progress	Status
Include at least 225 new sheltered housing units in our planned new build programme	We have exceeded our target by building 250 new sheltered housing units to date.	✓
Refurbish 80 units of sheltered housing	80 sheltered housing units have been refurbished since 2018, including Dickson Court, Beith; Connell Court, Kilbirnie; Garrier Court, Springside; and Friars Lawn, Kilwinning, which is due to complete late 2021. In December 2020 we announced a further £25m investment in our sheltered housing portfolio. Eleven complexes, totalling 236 units, will be fully refurbished over the life of the next LHS.	✓
Ensure at least 25% of all new builds are suitable for older people	We have exceeded our target, and over the course of the LHS have provided 48% of new builds that are suitable for older people.	✓
Include amenity housing as part of our new build programme	Over the lifetime of the LHS, amenity housing has been included in all NAC new build sites.	✓

Include community 'hubs' across our new build sheltered housing stock	Hubs are now available in all localities of mainland North Ayrshire, with those at Kyleshill Court, Saltcoats, Watt Gardens, Dalry and Cumbrae Gardens, Largs being delivered over the lifetime of the LHS.	✓
Host sheltered housing 'open days' to reduce stigma for this house type and showcase housing fit for the 21st century	This action was planned for 2019, however it is currently on hold due to COVID19 restrictions. If we are unable to deliver this before April 2022, the action will be carried forward and delivered as part of LHS22.	✗
Ensure all new specialist housing is 'dementia-friendly'	Dementia friendly designs are incorporated within all NAC new build specialist housing from 2018 onwards.	✓
Contribute towards making North Ayrshire dementia-friendly	Dementia friendly principals are embedded in our Council housing design guide and have been incorporated within all NAC new build specialist housing from 2018 onwards.	✓
Ensure all new supply affordable homes can be easily adapted	All new homes from 2018 onwards are designed in such a way that they can be 'homes for life' and easily adapted to the changing needs of their occupants.	✓
Review the role of assistive technology in our new builds	A demonstrator flat has been created at Cumbrae Gardens SHU, Largs to showcase how assistive technology can enable independent living. It is expected to be available late 2021.	✓
Continue to meet our humanitarian commitment by resettling and supporting the integration of 100 refugees into North Ayrshire's communities	The Council's original commitment to resettle up to 100 refugees in the period up to 2019 was achieved by 2017, two years earlier than anticipated. Since then, we have welcomed a further fourteen Syrian families and two families from Afghanistan. We have plans to resettle a further five Syrian families and three Afghan families before the end of the current financial year.	✓
Establish a joint Council/ HSCP group to oversee the delivery of a new approach to specialist supported housing	Over the course of the LHS supported accommodation projects have been delivered as a result of the Council and HSCP working together to maximise the benefits from new specialist supported accommodation.	✓
Ensure at least 7% of new build homes are for wheelchair users	We have exceeded our target, and over the course of the LHS have provided 15% of new builds that are suitable for wheelchair users. This includes sheltered housing suitable for wheelchair users, amenity housing suitable for wheelchair users, supported accommodation suitable for wheelchair users and ground floor living properties completed between 2018-2022.	✓
Build a 'core' specialist accommodation hub in each locality for those with specialist needs	Officers within the Place Directorate and the Health and Social Care Partnership have developed a new supported accommodation housing model for implementation at various sites across North Ayrshire. The focus is on maximising independence for adults within a homely setting, who require a higher level of support, and who are living with learning disabilities, or mental ill-health issues (all ages), or who are under 65 years and have physical disabilities. Trindlemoss, the flagship model, was completed in early 2020 following refurbishment of the former Red Cross House, Irvine. A further new build supported accommodation supported accommodation unit at Bessie Dunlop Court, Dalry completed in December 2020. There are also three units currently under construction at Flatt Road, Largs, St Michael's Wynd, Kilwinning and Caley Court, Stevenston.	✓
Increase our supply of cluster supported housing to meet the demand of the HSCP	Over the course of the LHS new supported, sheltered and wheelchair accessible/liveable accommodation is being built within existing housing estates and as part of wider new build sites alongside general needs and other housing types. This offers the opportunity for 'core and cluster' support provision via the Health and Social Care Partnership.	✓
Ensure our specialist housing is part of the wider community	Over the course of the LHS new supported, sheltered and wheelchair accessible/liveable accommodation is being built within existing housing estates and as part of wider new build sites alongside general needs and other housing types.	✓
Continue to provide a responsive Aids and Adaptations service	Our Aids and Adaptation Service continues to be provided throughout the COVID-19 pandemic. We have developed a joint improvement group with the Health and Social Care Partnership, which focuses on service delivery. The group has agreed performance measures alongside those reported in the Annual Return on the Charter and is working to minimise the time taken for assessments to be undertaken and adaptations to be completed.	✓

OUTCOME 5: Homeless services focus on early intervention, prevention and sustainable housing solutions

We will:	Progress	Status
Ensure no one has to sleep rough in North Ayrshire through the provision of early intervention and appropriate support	We have implemented a range of prevention and early intervention processes to ensure that people know how to access services, rough sleeping in North Ayrshire is amongst the lowest levels across Scotland.	✓

Tailor early intervention through a housing options approach	Housing options is embedded into our homeless processes. New legislation is being progressed nationally; we will revisit our approach aligned to the national direction.	✓
Review and revise the support available to mitigate the impact of welfare reform	The Welfare Reform Advice Team and support services are well established, and Officers continue to provide support and assistance to tenants which aligns to homelessness prevention work.	✓
Support people to have the skills to manage their tenancy.	Housing Support processes have been reviewed and developed to support people into mainstream housing, tenancy sustainment performance has increased significantly as a result.	✓
Work with homeless people to determine and respond to reasons for repeat homelessness	Work was undertaken to minimise the risk of repeat homelessness, however during the pandemic the numbers have increased significantly. This is a priority piece of work for the next 12 months.	!
Review models of temporary accommodation to meet the needs of homeless households whilst minimising the impact of welfare reform	We have successfully closed two units of hostel provision and created a range of dispersed furnished accommodation across North Ayrshire in line with ambitions in our Rapid Rehousing Transition Plan (RRTP).	✓
Continue to support and accommodate young people leaving care, to help them become part of the community	We have a Throughcare protocol (currently under review) in place to minimise the risk of homelessness at the point of discharge from care.	✓
Continue to ensure that the education, health and social networks for all children are not affected by homelessness	Processes are in place to ensure that every homeless household is supported both during the homeless process and on resettlement to a permanent tenancy. We ensure that children are linked in with primary health care and that temporary accommodation supports study and enables access to wider social networks.	✓
Develop a prison discharge pathway to reduce the risk of rough sleeping and facilitate better outcomes for ex-offenders	The multi-agency Homelessness Task Force has developed and implemented a prison discharge protocol to minimise the risk of homelessness and repeat offending.	✓
Review our 'Housing First' approach, focussing provision on those being discharged from prison, with a range of complex needs	The Housing First programme has been reviewed and incorporated within the Rapid Rehousing Transition Plan. Updates are given at the Homeless Task Force (Governance Group) on a regular basis. We also report progress to the Scottish Government via the Housing First Monitoring Framework.	✓
Work with partners to provide appropriate levels of care and support for homeless people with addictions and mental health problems	This has been incorporated into the RRTP. We have developed dedicated specialist provision to respond to the needs of homeless people with addictions and mental health issues and have commissioned a third sector service to enhance the work of the team. In addition, we are undertaking a piece of work with Health Improvement Scotland to maximise the opportunity for integrated working and to identify early intervention to prevent homelessness within health systems.	✓
Implement the Housing Options training toolkit	The toolkit is a national training system which is still under development and has yet to be launched.	!
Improve links to employment and training opportunities	Work is ongoing with Employability Services to develop pathways into employment for homeless people. We are currently considering employment opportunities for homeless/formerly homeless customers through our capital contracts.	✓

NORTH AYRSHIRE COUNCIL

30 November 2021

Cabinet

Title:	**Streetscene Volunteering Strategy (2022-2026) and North Ayrshire's 'Adopt a Spot' initiative**
Purpose:	To seek Cabinet approval of the proposed Streetscene Volunteering Strategy (2022-2026) and North Ayrshire's Adopt a Spot initiative.
Recommendation:	That Cabinet approves the Streetscene Volunteering Strategy (2022-2026) and North Ayrshire's Adopt a Spot initiative.

1. Executive Summary

1.1 North Ayrshire currently benefits from an impressive network of volunteers across our localities who give willingly of their time to provide valuable services for their communities. One of the most significant areas of volunteer activity is in support of the Council's Streetscene service where many active volunteers are working to improve and enhance their local natural environment through complementary activities such as litter picking, floral displays and environmental/sand dune management.

1.2 Additional factors, including increasing engagement with the climate change agenda and the onset of the pandemic, have stimulated a renewed interest in environmental volunteering.

1.3 In recognition of this opportunity, and to complement both the Council's Open Space Strategy and Open Space Asset Management Plan, a Volunteering Strategy for Streetscene related services has been developed, for the forthcoming five-year period 2022- 2026.

1.4 The proposed Streetscene Volunteering Strategy 2022-2026 and the supporting action plan (attached as Appendix 1), sets out the strategic framework for the Council and its partners to support and expand the opportunities for community volunteers across North Ayrshire. This is designed to bring a range of benefits including:

- Improvement in the appearance and biodiversity of our natural environment
- Opportunities to increase civic participation and foster civic pride
- Improvement in alignment between volunteer work and wider statutory Streetscene service delivery to maximise additionality
- Alignment with the Council's Tree Planting Strategy, given that a proportion of proposed tree planting is being carried out by community volunteers

- Education opportunities, particularly for young people, by working in partnership with our schools and Countryside Rangers Service in delivery of the Volunteering Strategy

1.5 One of the actions within the proposed Streetscene Volunteering Strategy (2022-2026) is to implement a new approach termed 'Adopt a Spot' (see Appendix 2). This programme has been designed to support and encourage individuals, groups, schools and businesses to carry out voluntary litter picks in the same, specific part of their chosen community space as part of a sustained effort to engage local communities and bring about environmental improvements.

2. Background

2.1 The Council has been supporting environmental volunteers through the Streetscene service for many years. An established network of volunteer individuals and groups exists who have been carrying out voluntary activities in their communities to benefit the local natural environment.

2.2 The main tasks currently undertaken by volunteers are litter picking and floral bedding, and a new Streetscene Volunteering Strategy has been developed with the aim of building on this work but also expanding the types of volunteering opportunities available in the community to enhance and improve the natural environment.

2.3 The intention of the proposed strategy is to outline practical actions through which the Council and its partners can better support existing volunteers and to create opportunities to attract and retain new volunteers. Some of key actions within the proposed strategy include:

- Launch a new 'Adopt a Spot' initiative (see further information below)
- Create 'volunteer packs' for issue with necessary environmental volunteering equipment
- Establish a volunteer database to facilitate regular and engaging communications with volunteers
- Create a 'thank you' scheme to acknowledge the work of volunteers, building on previous recognition events for volunteers which were very well attended and provided opportunities for networking and information exchange

2.4 The strategy includes an action to implement a North Ayrshire 'Adopt a Spot' programme. This initiative aims to provide members of the community with an opportunity to voluntarily litter pick in a 'spot' at a mutually agreeable open space area within North Ayrshire. The chosen 'spot' would be within Council ownership, and examples of such 'spots' could be all or part of a street, path, park or beach, or any other suitably agreed open space area that the volunteer(s) would like to help make litter free and keep tidy. The approach will also be promoted to schools and local businesses (e.g. hot food takeaways) to further tackle some our litter hotspots.

2.5 Many of the existing network of volunteers who regularly collect litter have informally 'adopted a spot' or an area in their local community for some time, including as part of the Ayrshire Litter Volunteering Network collective. This new initiative aims to bring some co-ordination to this approach and provide additional features such as providing

a platform for volunteers to pledge their commitment, record their activity and have their work publicly acknowledged.

2.6   The spot will be informally adopted by the volunteer(s), and the Council will provide the appropriate equipment required to make the area litter free. To recognise the work of the volunteer, the Council will publicly acknowledge the partnership work through signs located in the area where the volunteer litter picks as well as spotlights on social media.

3.   Proposals

3.1   That Cabinet approves the Streetscene Volunteering Strategy (2022-2026) and North Ayrshire's Adopt a Spot initiative; attached as Appendix 1 and Appendix 2.

4.   Implications/Socio-economic Duty

Financial

4.1   Implementation of the proposed Strategy will be delivered from existing resources.

Human Resources

4.2   Implementation of the proposed Strategy will be delivered from existing resources.

Legal

4.3   Not applicable.

Equality/Socio-economic

4.4   Not applicable.

Environmental and Sustainability

4.5   The work of the volunteers will provide additionality and complement the Council's Streetscene Service and will make a direct contribution to assisting keeping areas and free of litter.

Volunteers work hard to keep our open space areas litter free as well as undertaking sustainable projects to enhance the natural environment and increase biodiversity, providing a wide range of benefits for local communities and the wider environment.

Key Priorities

4.6   The support to a network of volunteers positively contributes to the Council's Aspiring Communities priority of 'North Ayrshire has active and strong communities,' within the Council's Plan, 'A Council that is fair for all, 2019 – 2024.'

Within Streetscene's Operational Plan, a key action of developing and implementing a Volunteering Strategy for Streetscene was included to assist in delivering the outcome priority of 'North Ayrshire has active and strong communities'.

The strategy and Adopt a Spot initiative contributes to the priority of 'A safe North Ayrshire', in the Community Planning Partnership's Local Outcomes Improvement Plan.

The strategy and initiative also play an important role in delivering against Scotland's Public Health Priority 1 of 'A Scotland where we live in vibrant, healthy and safe places and communities.'

Community Wealth Building

4.7 The Volunteering Strategy for Streetscene and the Adopt a Spot initiative aligns with the Council's Community Wealth Building mission of 'maximising the potential of all our places through working in partnership with our communities and businesses'.

5. Consultation

5.1 The proposed Streetscene Volunteering Strategy (2022-2026) and North Ayrshire's Adopt a Spot initiative has been developed to align with national guidance and Council priorities.

5.2 Consultation has taken place with a cross-section of existing volunteers in the North Ayrshire community as well as with various Council services including Streetscene and Connected Communities.

5.3 Consultation has also been undertaken with Trade Union representatives to discuss the additionality and complementary nature of the proposed environmental volunteering work to core Streetscene services.

5.4 Streetscene carried out an Open Space Satisfaction Survey in Spring 2018 on all aspects of North Ayrshire's parks, green spaces, and open areas. Part of the survey gathered feedback on the potential interest of users of North Ayrshire's open space areas in carrying out volunteering activities, which has informed the proposed strategy.

5.5 The proposed Streetscene Volunteering Strategy (2022-2026) and North Ayrshire's Adopt a Spot initiative was also recently considered by the Council's Policy Advisory Panel held on 7 October 2021.

RUSSELL McCUTCHEON
Executive Director (Place)

For further information please contact **David Hammond, Head of Commercial Services,** on **01294 324570**.

Background Papers
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North Ayrshire Council
Comhairle Siorrachd Àir a Tuath

Streetscene

Streetscene Volunteering Strategy 2022 - 2026

Green people Group community park appreciate see positive litter local Station enjoy Garden encouraging glass beaches

Appendix 1

Streetscene's Volunteering Strategy

OVERVIEW OF STREETSCENE

Streetscene sits within the Council's Place Directorate and undertakes strategic and operational asset management responsibilities for physical assets and open space within the public realm.

The service maintains approximately 2,410 hectares of public open space, 1 Country Park, 14 local parks, 44 cemeteries and burial grounds, 37 war memorials & monuments, 366 hectares of woodlands, 3 allotments, 75 sports facilities and playing fields, 84 equipped play areas and 12 multi-use games areas, residential greenspace, 38 water courses and open water features, 5 promenades and 16 beaches, three of which are Sites of Special Scientific Interest (SSSI's).

Streetscene is also responsible for street cleaning (including sweeping and litter picking) within the Council's roads infrastructure and programmed cleaning open spaces and beaches including the removal of flytipping and graffiti.

In addition, the service also provides a burials and bereavement service conducting over 800 interments and approximately 16,000 memorial inspections each year.

VISION

Streetscene's Volunteering Strategy identifies how we will contribute to achieving the Council's mission of **'working together to improve wellbeing, prosperity and equity in North Ayrshire.'**

The actions from this Volunteering Strategy for Streetscene contributes to achieving the overarching strategic priorities in North Ayrshire Council's Plan, 'A Council that is fair for all', 2019 - 2024.

Aspiring Communities:

- ➢ Active and strong communities
- ➢ People enjoy good life-long health and wellbeing
- ➢ People and communities are safe

Inspiring Place:

- ➢ Vibrant, welcoming, and attractive places
- ➢ A sustainable environment

The vision for this strategy is that a framework is put in place to build on the existing network of community volunteers and is in addition to the core maintenance duties carried out by the Streetscene service.

Appendix 1

The Climate emergency and Covid pandemic has placed increasing emphasis on the importance of our local communities, green spaces and the natural environment. We recognise and values the hard work, dedication and visible results that are achieved through the current network of community volunteers.

Streetscene's ambition for the next five-year period, from 2022 – 2026, is to support the existing volunteers through a more co-ordinated and efficient approach, as well as increasing the types of volunteering opportunities available and to expand a sustainable network of community volunteers across North Ayrshire.

Streetscene's Vision Statement for Volunteering

'To be a Streetscene service that offers volunteering opportunities across North Ayrshire communities, and to provide the relevant support for a growing, successful and sustainable network of community volunteers.'

CONTEXT

National context

The Scottish Government's 'Volunteering for All: national framework' (2019) aims to embed a robust culture of volunteering in Scotland.

Within the framework's recommendations and implementation section, it states that local authorities should: 'Develop strategies with public sector partners to support volunteering and community involvement, working collaboratively with people to help sustain vital local infrastructure such as transport, and meeting places.'

Local context

Open Space Strategy (2016 – 2026)

Streetscene's Open Space Strategy sets out a clear strategic framework for the development and management of open space. This Strategy acknowledges the importance of engaging and supporting with local volunteers and sets out two distinctive actions relating to as outlined below:

Action 7.4: 'Continue to support local volunteers who litter pick open space areas and beaches with materials, equipment and advice.'

Action 7.5 'Maintain beach cleanliness and ensure beaches retain their award-winning status.

Locality Partnerships

Locality Partnerships provide support for the identified priorities for communities in the local area.

The Locality Partnerships are represented by a wide range of members and partners in the community, and the Locality Partnerships will help to promote the Streetscene Volunteering Strategy.

North Ayrshire Third Sector Interface

The North Ayrshire Third Sector Interface links the Community Planning Partnerships and the community and voluntary organisations in North Ayrshire. It comprises of the Arran Community and Voluntary Service and The Ayrshire Community Trust.

The North Ayrshire Third Sector Interface Volunteering Strategy was published for 2018 – 2021.

North Ayrshire Council Employee Volunteering Policy

This policy recognises the contribution which volunteers make and supports employees who would like to do volunteer work within the community or for charitable institutions.

'Supporting volunteers helps North Ayrshire Council to build relationships with the local community and contribute to achieving the aims of the Local Outcome Improvement Plan.'

DEFINITION OF VOLUNTEERING

The Scottish Government has defined volunteering as 'the giving of time and energy through a third party, which can bring measurable benefits to the volunteer, individual beneficiaries, groups and organisations, communities, environment and society at large.'

'It is a choice undertaken of one's own free will and is not motivated primarily for financial gain or for a wage or salary'.

Each person who carries out volunteering work offers their time to help build their communities, help others, the environment and improve their own lives.

Volunteers undertake volunteering work at their own risk, and North Ayrshire Council are unable to accept any liability for any damage to property or injury to persons caused by the volunteer

Types of volunteering opportunities in Streetscene

There are a variety of ways to get involved in Streetscene activities. The majority of the current volunteer community is engaged in litter picking activity.

Volunteers also take part in landscaping activities, painting fences and benches, and maintaining community gardens through gardening and planting activities. The various types of volunteering opportunities available are outlined below:

- Litter picking
- Gardening
- Landscaping
- Bench painting
- Fence painting
- Planting bulbs / wildflower seeds (to create wildflower meadows)
- Carrying out training / mentoring activities

STREETSCENE VOLUNTEERING STRATEGY OVERVIEW

Structure of the Strategy

To achieve the vision, the strategy for enhancing the community volunteer approach for Streetscene related work has been developed around three key areas:

1. To develop the volunteer framework
2. To enhance the support offered to volunteers
3. To grow the network of volunteers and volunteering opportunities

STRATEGIC OBJECTIVES

We want to support our current network of community volunteers and grow and expand the network of volunteers in a sustainable way to benefit North Ayrshire.

The two key strategic objectives are:

1. **We want to develop the framework of a Volunteering Programme for Streetscene related services and continue to provide support for community volunteers.**

2. **We aim to expand and grow the network of community volunteers in a sustainable manner and will seek to attract external funding to maintain the anticipated growth.**

From these strategic objectives, a series of actions have been developed and form an action plan to ensure the strategy is delivered successfully to maximum effect.

STREETSCENE VOLUNTEERING: ACTION PLAN 2022 - 2026

ACTION	OWNER	TIMESCALE
Strategic Objective 1: **To develop the framework of Streetscene's Volunteering Programme and continue to provide support for Streetscene volunteers**		
1.1 Establish a dedicated point of contact (i.e. 'Volunteer Co-ordinator' function) who will develop and oversee the volunteer database, in addition to developing a process within the Streetscene service to provide the volunteering support and advice required by individual volunteers and groups.	Streetscene Strategy	End March 2022
1.2 Link North Ayrshire's Adopt a Spot (voluntary litter picking) initiative to Streetscene's Volunteering Programme.	Streetscene Strategy	End March 2022
1.3 Produce a community volunteer information leaflet, including guidelines and advice for safe volunteer working.	Streetscene Strategy	End March 2022
1.4 Create volunteer packs with essential equipment required for the environmental works, (e.g. litter pickers, collection bags, hi-vis vests, and gloves, wildflower seeds for habitat creation etc.)	Streetscene Strategy	End March 2022
1.5 Work in partnership with relevant Council services / partner organisations to provide a small but meaningful 'thank you' scheme for volunteering, e.g. hot drink voucher at Tournament Café, Eglinton Park.	Streetscene Strategy / Council services / Partner organisations	Ongoing
1.6 Create a biannual e-newsletter to be sent to all community volunteers.	Streetscene Strategy	Ongoing
1.7 Host a biennial recognition and networking event for community volunteers, e.g. Autumn 2022 and Autumn 2024 *(subject to Covid restrictions).*	Streetscene Strategy	Autumn 2022 Autumn 2024

1.8 Identify new pathways for volunteers to plant trees, for example by providing training, resources (i.e. funding, provision of saplings and stakes) or other support as required	Streetscene Strategy	Ongoing

Strategic Objective 2: **To expand and grow the network of community volunteers in a sustainable manner and will seek to attract external funding to maintain the anticipated growth**		
2.1 Actively recruit volunteers for specific environmental enhancement tasks by developing a communications programme to promote available volunteering opportunities.	Streetscene Strategy	Ongoing
2.2 Work in partnership with local external organisations specialising in volunteering, such as TACT and Arran CVS, to identify and promote volunteering opportunities.	Streetscene Strategy / Partner organisations (e.g. TACT)	Ongoing
2.3 Organise and promote a volunteering day for Council employees to take part in, through the Get Connected programme.	Streetscene Strategy / Get Connected Team (People & ICT)	Ongoing
2.4 Explore the opportunity of working with the Education service to provide opportunities for schools to take part.	Streetscene Strategy / Education	Ongoing
2.5 Create business cards printed with details of how to get involved for volunteers to hand out to interested community members, including details of relevant social media groups.	Streetscene Strategy	End March 2022
2.6 Seek external funding to support the capital costs of providing the essential equipment required in the volunteer packs for the anticipated growing number of volunteers.	Streetscene Strategy / Funding (Connected Communities) / external funding organisations	Ongoing

Appendix 2

North Ayrshire's Adopt a Spot Initiative

Proposal

As part of the Council's Streetscene Volunteering Strategy (2022 - 2026), the Council is introducing a North Ayrshire 'Adopt a Spot' initiative. This is a new approach to provide members of the community, local businesses and schools with an opportunity to voluntarily litter pick in an area of their choice within North Ayrshire.

Many of the existing network of volunteers who regularly collect litter have informally 'adopted a spot' or an area in their local community for some time, including as part of the Ayrshire Litter Volunteering Network collective. This new initiative aims to bring some co-ordination to this approach and provide additional features such as providing a platform for volunteers to pledge their commitment, record their activity and have their work publicly acknowledged.

The chosen 'spot' would be in a mutually agreeable area of open space within Council ownership, and examples of such 'spots' could be all or part of a:

- street
- park
- beach
- path
- frontage of a business (especially hot food takeaway businesses)
- route(s) to local schools

or any other suitably agreed open space area that the volunteer(s) would like to make litter free and keep tidy.

The spot will be informally adopted by the volunteer, and the Council will provide the volunteer(s) with the appropriate equipment required, such as litter pickers, plastic bags, along with hi-vis vests and gloves to support the volunteers to make the area litter free.

The spectrum of volunteers working in their communities ranges from individuals who undertake litter picking periodically on an ad-hoc basis, to those who are part of a formal environmental group who undertake regular, structured picks. It is important that those who pick on an ad-hoc basis can continue to do so without feeling any obligation to increase or formalise their current litter picking arrangements if they do not wish to do so.

It is envisaged that, as more 'spots' are adopted, that the Council's mapping portal is used to record areas subject to the adopt-a-spot initiative, and to show areas still available for adoption. Showing litter picking activity in this visual way will act as an encouragement to others who are considering getting involved.

Appendix 2

Process:

1. **Advertise North Ayrshire's Adopt a Spot initiative**

    *   North Ayrshire's Adopt a Spot initiative will be advertised through the Council's web pages, social media and leaflets/posters in public buildings/areas.
    *   This volunteering initiative will be open to all members of the community including individuals, community groups, businesses (including hot food takeaways), schools etc.
    *   It will be communicated as 'complementary' to the existing work that our amazing litter picking volunteers do.

2. **Application form/pledge**

    *   A simple application form is supplied either electronically or by post for the volunteer to fill in. This will request information on the following: contact details, area ('spot') that the volunteer would like to litter pick, whether they are volunteering individually or in a group, how much equipment they are requesting, and the method of disposal. A pledge for the volunteer to complete will also be included in the form, and the volunteer and mapping database will be updated accordingly.

3. **Assessment of area**

    *   Once the application form is submitted, the Council will review the spot to confirm that it is land within the Council's ownership, and to assess that it is an appropriate and safe area for the volunteer to carry out litter picking.

4. **Guidelines issued**

    *   The Council will issue advice and guidelines to the volunteer before any work is undertaken and will cover the following health and safety precautions: safety guidance, site safety and inspection, lifting and handling and safe disposal of waste materials.
    *   An indemnity statement will also be included to advise that the volunteer undertakes their work at their own risk.
    *   The guidelines issued will provide a framework to meet expectations of both the Council and the volunteers.

5. **Equipment provided**

    Litter pickers, collection bags, hi-vis vests, and gloves to be supplied to volunteers.

Appendix 2

6. Volunteer carries out litter picks

- The volunteer will contact the Council to arrange uplift of materials, if required.
- The volunteer is also provided with contact details for reporting issues they may see while out litter picking/to request extra equipment/helping to arrange a large-scale litter pick (as opposed to day-to-day picking).
- Depending on the scale of the area and size of the volunteer group involved, Environmental Visual Audits (EVA's) may be arranged with Streetscene to discuss litter issues and 'Environmental Quality Indicators' such as graffiti, vandalism and detritus.

7. Mapping portal updated

- The mapping portal is updated to reflect the areas that have been adopted as a 'spot' in the Adopt a Spot initiative.

8. Acknowledged by the Council through social media / signage

- The Council will recognise the litter picking work carried out by the volunteers through social media and/or an appropriate sign in the spot that they have litter picked, to acknowledge the volunteer and to highlight the partnership work.

Signage example – personalised plaque to be attached to appropriate Council asset such as a lighting column:

North Ayrshire's Adopt a Spot

NAMEOF Group voluntarily picks up litter here as part of 'North Ayrshire's Adopt a Spot' litter programme, in partnership with North Ayrshire Council.

THANK YOU

For more information please contact: XX

North Ayrshire Council

Appendix 2

North Ayrshire's 'Adopt a Spot' Initiative – Pilot proposal

In terms of piloting the North Ayrshire 'Adopt a Spot' initiative, Streetscene will aim to work in partnership with an existing volunteer community group in each locality.

The three Streetscene Strategy Officers for Irvine / North Coast and Garnock Valley / Three Towns and Kilwinning will work with volunteers who already carry out voluntary litter picking work in these localities to showcase some example 'spots' for adoption. North Ayrshire's Adopt a Spot process will be adapted, if necessary, following feedback from the pilot scheme.

In addition to following the proposed process as set out above, the undermentioned will be established to facilitate the pilot:

- One main point of contact within the community group will be established where appropriate, i.e., the head volunteer.
- The Strategy Officer will be their main contact who will arrange supply of basic litter picking equipment (and assess requests for additional equipment, such as litter carts etc.).
- Bags will be supplied by the Streetscene Cleansing teams.
- Periodic pre-arranged 'Environmental Visual Audits' (EVA's) will be arranged to discuss litter issues and evaluation of 'Environmental Quality Indicators', such as graffiti, vandalism, detritus, etc.
- Any action points for Streetscene arising from the EVA's will be relayed to the relevant officer/team and feedback provided to the volunteer group.
- LEAMS audits will also be arranged to gauge improvements/deterioration of litter levels.

NORTH AYRSHIRE COUNCIL

30 November 2021

Cabinet	
Title:	**Water Safety Policy**
Purpose:	To seek Cabinet approval of an updated Water Safety Policy.
Recommendation:	That Cabinet approves the updated Water Safety Policy.

1. Executive Summary

1.1 The Council is responsible for a number of inland and coastal waters with associated legal obligations in relation to safe operation. The revised Water Safety Policy at Appendix 1 outlines the legal responsibilities and duty of care placed upon the Council in relation to open water, and Appendix 2 details the locations.

1.2 The Council first introduced a Water Safety Policy in 1998. The current Water Safety Policy has been in operation since 2013. As part of a cyclical review of policies, the Policy has been revised and updated accordingly, and Cabinet approval is sought for implementation.

2. Background

2.1 The Open Space Asset Management Plan (OSAMP) sets out the Council's approach for the management and maintenance of all open space assets. This includes the 38 water courses and open water features that the Council is responsible for. The key objective of the OSAMP is to ensure that the Council's assets are managed effectively, and the Water Safety Policy contributes to the implementation of this.

2.2 The Council first introduced a Water Safety Policy in 1998. The current Water Safety Policy has been in operation since 2013. As part of a cyclical review of policies, the Council's Water Safety Policy has been revised and updated accordingly.

2.3 The policy has been updated and revised in line with guidance taken from RoSPA (The Royal Society for the Prevention of Accidents) to make some minor amendments (references to legislation etc.) and also to change the frequency of risk assessment to every five years in line with other authorities. Regular review of risk assessments will continue to be complemented by an inspection regime (the frequency of which will be commensurate with the waterway's risk classification).

2.4 The Policy overall makes a number of provisions for the safe operation of our open water assets, including:

- Regular risk assessment (every five years)
- Regular inspections (frequency dependent on risk category of the open water asset)
- Education and awareness
- Site signage
- Rescue equipment
- Access

2.5 The revised Water Safety Policy will ensure that the Council maintains appropriate and sustainable water safety management arrangements in place for areas of open water under its control.

2.6 The policy, attached at Appendix 1, sets out the Council's approach to the safe provision and use of inland and coastal waters for which it is responsible. Appendix 2 details the locations of waterways in Council ownership.

3. Proposals

3.1 That Cabinet approves the updated Water Safety Policy, attached as Appendix 1.

4. Implications/Socio-economic Duty

Financial

4.1 None.

Human Resources

4.2 None.

Legal

4.3 There are a number of legal responsibilities and duties upon the Council in the safe operation of inland and coastal waters within its ownership or control. These are detailed in Appendix 1 of the Water Safety Policy.

Equality/Socio-economic

4.4 None.

Environmental and Sustainability

4.5 Proper management of our open water assets ensures they remain in satisfactory condition and continue to provide important habitat for flora and fauna as part of North Ayrshire's biodiversity duty.

Key Priorities

4.6 The policy contributes to the priority of 'A safe North Ayrshire', in the Community

Planning Partnership's Local Outcomes Improvement Plan.

The safe operation of inland and coastal waters provides a positive contribution to the Council's Aspiring Communities priority of 'North Ayrshire's residents and communities are safe.'

The policy also plays an important role in delivering against Scotland's Public Health Priority 1 of 'A Scotland where we live in vibrant, healthy and safe places and communities.'

Community Wealth Building

4.7 The Water Safety Policy will support delivery of the Land and Assets objective by 'supporting the wider regeneration of our communities by maximising all of our land and assets.'

5. Consultation

5.1 This revised policy has been updated with reference and guidance taken from RoSPA (The Royal Society for the Prevention of Accidents) and through the Water Safety Scotland forum.

RUSSELL McCUTCHEON
Executive Director (Place)

For further information please contact **David Hammond, Head of Commercial Services,** on **01294 324570**.

Background Papers
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North Ayrshire Council – Water Safety Policy (updated 2021)

1.   Introduction

1.1   Within North Ayrshire there are a number of public open spaces within the ownership of the Council that include areas of open water. Due to the diverse shape and size of these areas of water, their use is varied. The Council recognises the positive contribution that well managed water spaces can provide to the area; enhancing the environment, through leisure use, supporting tourism and healthy living objectives. The types of open water within the responsibility of the Council include:

- Lochs & Lochshores
- Rivers & Riverbanks
- Ponds
- Streams
- SUDS (Sustainable Urban Drainage Systems) Ponds
- Drainage ditches
- Beaches & Coastlines
- Promenades
- Slipways/Piers

1.2   Open water can present significant risks that may vary in response to environmental changes, for example, the desire to swim in cold water on a hot day or the attraction to walk or skate on ice in the winter. It is not practical to deny access to all water nor is it necessary to erect barriers at all locations. The Council in its risk assessment of open water will take all 'reasonable steps' to protect people from danger. This policy has been written in line with guidance provided by the Royal Society for the Prevention of Accidents (RoSPA).

2.   Statement of Intent

2.1   The Council will provide appropriate arrangements for the management of areas of open water under its control. These measures should ensure that, 'so far as reasonably practicable', all open water facilities and other water based facilities for which the Council is responsible, are maintained in as safe a condition as is practicable, for the benefit of the users and the safety of employees.

2.2   This policy does not refer to the organisation of activities for individuals under the age of 18, this is managed separately and is provided for under the Activity Centres (Young Persons Safety) Act 1995.

2.3   This policy is in respect of areas of inland water and coastal areas that are the responsibility of the Council. It does not consider those within private ownership. In these cases, private owners must make appropriate arrangements to ensure that their legal obligations are adequately discharged.

3.   Legal Responsibility

3.1   There are a number of legal obligations in both Common Law and Statute upon the Council in respect of access to and the safe management of inland and coastal water sites for which it is responsible.

3.2   The public enjoys various rights of access over the sea, seabed and the foreshore and of navigation in inland waters through Common Law and the Land Reform (Scotland) Act 2003. The Scottish Outdoor Access Code accompanies the 2003 Act and is the key reference source for event organisers.

3.3   The following legislation places duties upon the Council in respect of the safe operation of waters for which it is responsible:-

- Health and Safety at Work Act (HASAW) 1974
- The Land Reform (Scotland) Act 2003
- The Management of Health and Safety at Work Regulations 1999
- Health and Safety (First Aid) Regulations 1981
- Public Health Act 1936
- Occupiers 'Liability (Scotland) Act 1960
- The Health and Safety (Safety Signs and Signals) Regulations 1996
- Unfair Contract Terms Act 1977

3.4   The Council also has a 'duty of care' responsibility through common law. This requires the Council 'to take reasonable care to avoid acts or omissions which can reasonably foreseen as likely to cause injury'. A certain level of risk is acceptable, and it is expected that safety measures will be applied 'as far as is reasonably practicable'. In other words, practicable measures have to be technically feasible, and costs in time, money and effort are reasonable. Similarly, users of waterways are expected to share the responsibility for their safe use by not ignoring hazards, abuse facilities or equipment or exercise ill-judgement.

4.   Inspection

4.1   Risk assessments will be reviewed on a five-year cycle, in response to works at a site or location or immediately where an accident or incident has occurred. The assessment will identify the conditions at each site and the appropriate mitigating actions to enable the Council to meet its legislative responsibilities.

4.2   A regular inspection programme is in place to ensure that the mitigating actions put in place to manage the level of risk are well maintained and identify any changes to the site that will require a new risk assessment. Inspections will be taken at a frequency commensurate with the risk classification of the site as follows:-

- High Risk – areas identified as high risk or for some other reason recorded as warranting a higher level of inspection will be inspected four times annually in Spring, Summer, Autumn & Winter.

- Medium to Low Risk – areas identified as medium to low risk will be inspected twice annually in Spring & Autumn.

Those sites where signage and or safety equipment and points have been installed will be inspected on a weekly basis to ensure that equipment is in good order.

4.3   Action to address any issues identified during the routine site inspection will be prioritised as follows:-

- Priority 1: action to be taken within 2 working days or as soon as practicable – any change in the condition of the site which by its nature constitutes a high risk to users e.g. significant deterioration of the surface adjacent to water, damage to safety equipment.
- Priority 2: action to be taken within 5 working days – any change in the condition of the site that by its nature has the potential to increase the risk to users within the immediate future. This includes the theft and/or damage to safety appliances and signs.
- Priority 3: action to be taken with 4 weeks – any change to the condition of the site which by its nature if not put right has the potential to increase the risk to anticipated users e.g. erosion of footways.

5. **Education & Awareness**

5.1 The Council recognises that the provision of literature and pertinent information on water safety to both the public and staff can enable the prevention of accidents and drowning. Appropriate information can heighten people's perceived risk of open water and its surroundings to match that of the real risk. This is particularly important when considering children around open water as often their perceived risk of a hazard is very low. The development of this information will be continuous, in order to fully engage the safety message to people and will include the following:

- Provision of water safety information on the Council's website
- Provision of timely information through social media and other media routes in response to seasonal events e.g. hot weather, ice, high tides etc.
- Design and subsequent distribution/display of literature amongst users
- Presentations to school children
- Provision of on-site warning signs and information
- Provision of rescue equipment at key locations

6. **Risk Assessment (categorisation of sites)**

6.1 Unsupervised open water can present a high level of risk due to the nature and use of adjacent walkways. The level of risk at each site will be assessed through the Risk Level Classification matrix attached at Appendix 1. Those sites identified as 'high risk' will require a separate site-specific water safety strategy.

6.2 The risks identified in this assessment will be mitigated through a range of actions and safety measures including signage, equipment and physical barriers.

6.3 **Site Signage**

6.3.1 Where necessary, three forms of site signage will be used to improve and ensure greater awareness of the potential dangers of water on the Council's public open spaces. These are:

Multi-signs – Signage outlining key dangers and key safety information, for example:

- Location
- Map of the site with lifesaving points and help points identified (where such equipment is installed)

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- Do not enter the water
- No swimming
- Action to be taken in an emergency
- Location of nearest telephone
- Space should also be provided for the positioning of temporary notices (e.g. Danger – ice take care!)

Multi-signs will be provided at each key site (category High Risk sites) with positioning of these being determined through the site specific safety strategies. It is important that this signage relates exclusively to safety and that it is kept simple and does not include any other information.

Safety Points – Lifebuoy covers repeating key information from Multi-signs (details of emergency telephone numbers, for example).

Nag Signs – These are smaller signs displayed in key locations, again repeating key information from the multi-signs e.g. Danger No Swimming, Deep Water.

6.3.2 Warning signs will be in accordance with the requirements of the Health and Safety Signs and Signals Regulations [amended 2002]. All new signs erected will meet the BS 5499-11:2002 BSI standard.

6.3.3 The Council will erect additional temporary signage where appropriate to alert the public to short-term or seasonal hazards e.g. ice.

6.4   Rescue Equipment

6.4.1 The provision of site rescue safety equipment will be identified through the Risk Classification process. Site rescue equipment, if required, will comprise of Lifebuoys and Throw lines. Lifebuoys are generally considered suitable for areas having steeper banks and deep water such as adjacent to quay sides or rivers. Throw lines, however, are more suitable where the gradient is shallow and directional suitability is required.

6.4.2 Where appropriate, rescue equipment will be combined with safety signage and located into a position known as a safety point. Where a number of safety points are located on one site, each will be identified by a number, recorded on a site plan and monitored. The location of 'safety points' will be determined by the risk assessment process and will likely reflect probable points of access to the water and where there maybe a rescue attempt. A safety point should be visible from any point around the potential risk.

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6.4.3 Rescue equipment is often subject to vandalism and theft. In those locations where the continued integrity of equipment cannot be maintained consideration will be given to alternative safety methods such as increasing the physical level of edge protection.

6.5 Edge Protection

6.5.1 Natural edge protection is a low cost and effective method to control access to water. In order for it to be effective, it should consist of at least a 1-metre gap of dense and/or hostile vegetation (weed, scrub, nettle and brambles for example) from the water body (lake, stream, river etc) to a designated path used by the public. If it is necessary to carry out any work to edge protection vegetation, this will generally be carried out as part of the winter maintenance and planting programmes with the following exceptions:

- Maintenance to areas required for the safe operation of the onsite sporting concessions, including angling, swimming and sailing;
- Work required at the earliest opportunity for the health and safety of the general public.

6.5.2 Where the requirement for edge protection has been identified but where natural vegetation cannot be grown or where it cannot provide the required level of protection consideration will be given to the erection of suitable structures such as railings, walls etc.

7. Ice

7.1 The Council will erect additional temporary signage where identified through risk assessments to alert the public the hazards associated with ice. This will be supplemented by the release of timely information through the Council's communication channels.

7.2 As a general rule, ice will not be broken when it forms, however where safe, consideration may be given to the limited breaking of ice in prolonged cold weather situations for environmental/wildlife reasons.

8. Pollution

8.1 Any instances of water pollution (oil/blue green algae for example) should be reported at the earliest opportunity to enable appropriate actions to be implemented. In such cases the Council will ensure that suitable warning signs are displayed around the affected area and that water based recreational activities are appropriately restricted until water conditions

improve. When a potential risk to human health, associated with aquatic wildlife is identified, the Council will execute appropriate monitoring and reporting regimes as directed by the Scottish Environment Protection Agency. Any remedial actions dictated by them will be implemented under their direction.

9. Employees and Contractors

9.1 All Council employees and appointed contractors working on or in the vicinity of open water sites are required to implement the Council's Health and Safety Policy and to undertake suitable and sufficient risk assessments in relation to activities carried out adjacent to water.

9.2 It is neither reasonable nor practicable to provide full-time supervision to areas of open water and is not the most effective reaction to a water hazard. However, where employees are present on site, they may take a proactive approach in educating the public and highlighting the common dangers around open water.

10. Use of Open Water for Activities

10.1 Where a group or organisation wishes to use an area of water for an approved activity, an application must be made to the Council. This does not apply to normal arrangements of a club or group using the water by lease, licence, or any other formal agreement.

10.2 Applications must be made at least four weeks in advance of the proposed event activity. When large events are being proposed more advance notice would be preferable.

10.3 The event organiser will be responsible for organising the event in line with the sites normal operating procedures. Risk assessments will be required for each event and will be checked by the site manager in liaison with the Council's Health and Safety Officer. Copies of all the documents will be made available to all staff involved in managing or working at the site.

11. Recording and Reporting of Accidents

11.1 Where a member of the public or staff is involved in a water-based accident or sustains an injury, the incident must be reported and recorded in accordance with Council procedures. Members of the public will be encouraged to report any incidents to the Council.

Appendix 1

Risk Level Classification

A progressive programme of Risk Assessments will be undertaken to determine conditions at each site in accordance with are policy.

The following

Severity	Rating	Definition
Near Miss	1	No injury incident, minor property, vehicle or plant damage
Minor	2	A minor injury, such as cuts and bruises which can be dealt with on site by administering first aid
Non –reportable	3	A major injury to person/s requiring more than minor first aid. May require trip to casualty
Reportable	4	Critical injury to person/s e.g. broken limbs, major cuts. An essential need for medical help and possible hospitalisation. More than 3 days required off work.
Specified Major Injury	5	Permanent or life-threatening injury to a person/s e.g. loss of limb.
Fatal Injury	6	Immediate loss of life or lost person/s at sea or in waterway

Likelihood	Rating	Definition
Unlikely	1	Not to be expected
Improbable	2	Unusual/rare – an event that is so unlikely that it should not be considered as possible
Occasional	3	Could happen
Probable	4	Not a surprise – unlikely to occur often but may occur several times during the season under normal weather conditions
Likely	5	To be expected – likely to occur under normal conditions but is possible under extreme weather conditions
Certain	6	Likely to occur under all weather conditions throughout the year

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Inland Water Safety Risk Assessment Proforma

Site Name:		Grid Ref:	E		N	
Type of Water Course:						
Description and specific location of Area Assessed:						

1. **Physical Assessment**			
1.1	Water type		
1.2	Depth		
1.3	Width		
1.4	Banking		
1.5	Gradient		
1.6	Edge Growth		
1.7	Paths		
1.8	Fencing		

1.9 **Overall Assessment**

1.10 **Risk Potential**	
Low	
Medium	
High	

2. **Environmental Assessment**			
2.1 Detail	Distance to Water	Intervening Area	Access Type e.g. remote/limited

2.2 **Overall Assessment**

2.3 **Risk Potential**	
Low	
Medium	
High	

3. **Behavioural Assessment** Detail types and frequency of use of the area including identification of vulnerable groups			
3.1 Type of use	Frequency	High/Medium/Low	Vulnerable Groups

3.2 **Risk Potential**	
Low	
Medium	
High	

10

4. Preventative Measures Existing
Details of existing preventative measures

Preventative Measures	Detail	Condition
4.1 Fencing		
4.2 Walkways		
4.3 Edge Treatment		
4.4 Signage		
4.5 Location		
4.6 Ice Management		

5. Preventative Measures Recommended

Detail	Location/Comment	Date Completed

6. Inspection Schedule Recommended

High Risk – Quarterly	
Medium to Low Risk – 6 monthly	
Signage/Safety Appliances – weekly	

Assessment Completed By:	Name: Designation: Date:
Checked By:	Name: Designation: Date:

7. Notes

Coastal Waterways Risk Assessment

Grid Reference:	E	N

Completed By:	Designation:	Date:

Responsible Body	

General Description of Area Boundaries:

Assessment Notes

Beach Name	

Month	Number of Visitors per Month
April	
May	
June	
July	
August	
September	
October	

Appendix 3

Any further notes/comments:

12

Beach Plan identifying the following:

- Local Landmarks
- Hazards
- Area of Concern

Coastal Water Risk Assessment Proforma

	Hazards	Severity (S)	Likelihood (L)	S x L	Incidents
E N V I R O N M E N T A L	Rip Currents				
	Underflow				
	Longshore Drift				
	Estuarial Currents				
	Tidal Cut Off				
	High Seas, Heavy Surf Conditions				
	Plunging/Dumping Waves				
	Surging Waves				
	Weather				
	Winds & Chills				
	Sun				
	Poor Visibility				
	Changeable /extreme conditions				
	Cliff Fall/Landslip				
	Sandbars/Sandbanks				
	Unsafe Beach Access				
	Hazardous Substances				
	Fuel Oils				
	Waste				
	Sharps				
	Other				
	Sharps				
E N V I R O N M E N T A L	**Water Quality**				
	Industrial Plant				
	Sewage Outfall				
	Agricultural Run Off				
	Microbiological				
	Other				
	Beach/Marine Envenomation				
	Bee/Wasp				
	Weever Fish				
	Jelly Fish				
	Sun				

	Hazards	Severity (S)	Likelihood (L)	S x L	Incidents
P	**Natural Structures**				
H	Cliffs				
Y	Large Rocks				
S	Promenade				
I	**Man Made Structures**				
C	Harbour Walls				
A	Piers				
L	Jetties				
	Buildings				
	Coastal Defences				
	Sea Walls				
	Wave Breaks				
	Groynes				

	Hazards	Severity (S)	Likelihood (L)	S x L	Incidents
	Activity Hazard				
	Swimming				
	Surfing/Body Boarding				
	Sailing				
H	**Windsurfing**				
U	Snorkeling				
M	Climbing				
A	Inflatables				
N	Powered Craft				
	Kite Surfing				
	Walking				
	Other				
	Behavioural Hazards				
	Bravado				
	Alcohol				
	Drug Abuse				
	Violent/Threatening Behaviour				
	Other				
	Vulnerable User Group				

Legend

Lines

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Map Title:

ArcGIS Web Map

Logo:

North Ayrshire Council
Comhairle Siorrachd Àir a Tuath

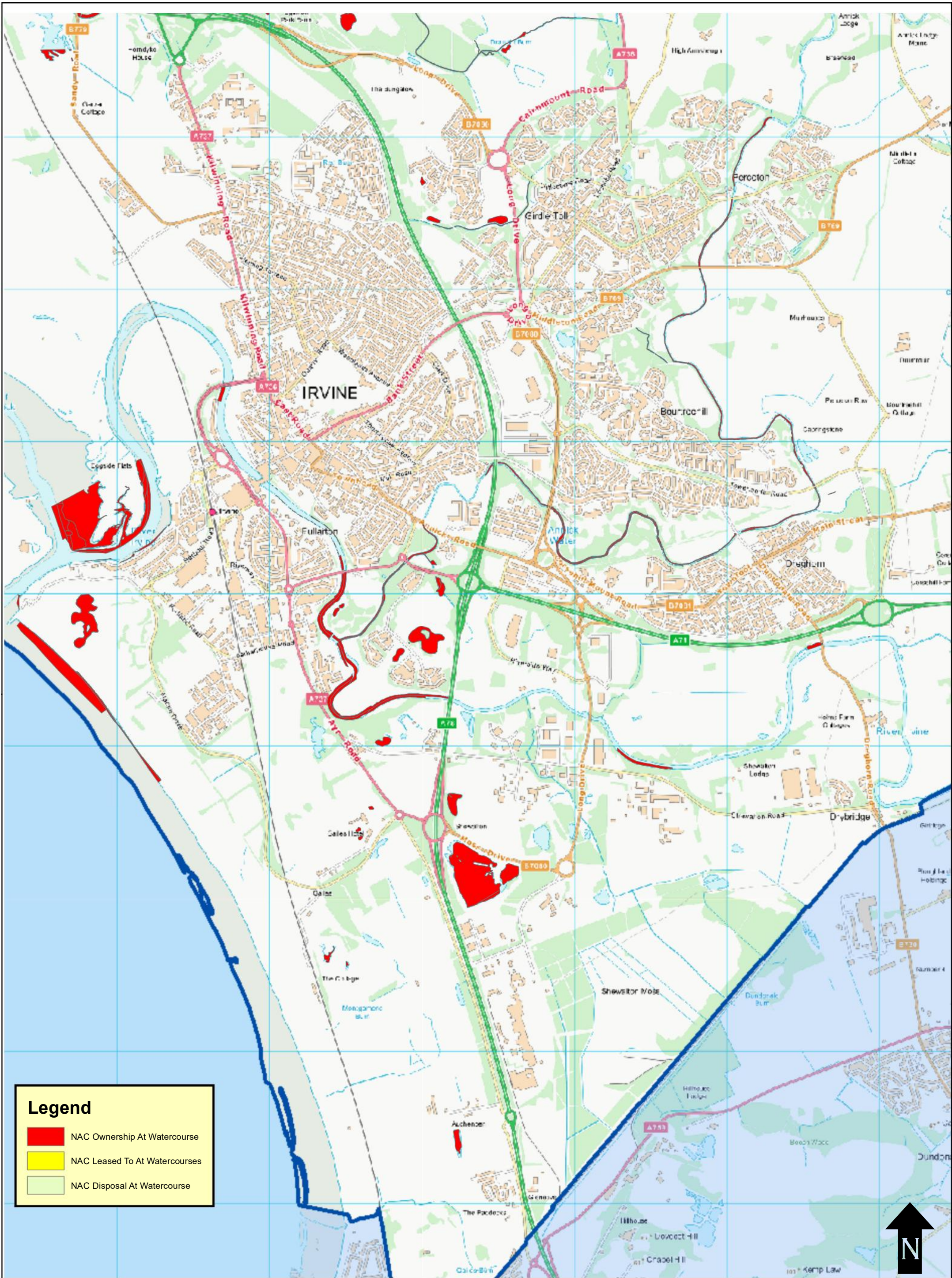| Scale:	Paper Size:
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311

Legend

- 🟥 NAC Ownership At Watercourse
- 🟨 NAC Leased To At Watercourses
- ⬜ NAC Disposal At Watercourse

Dalry

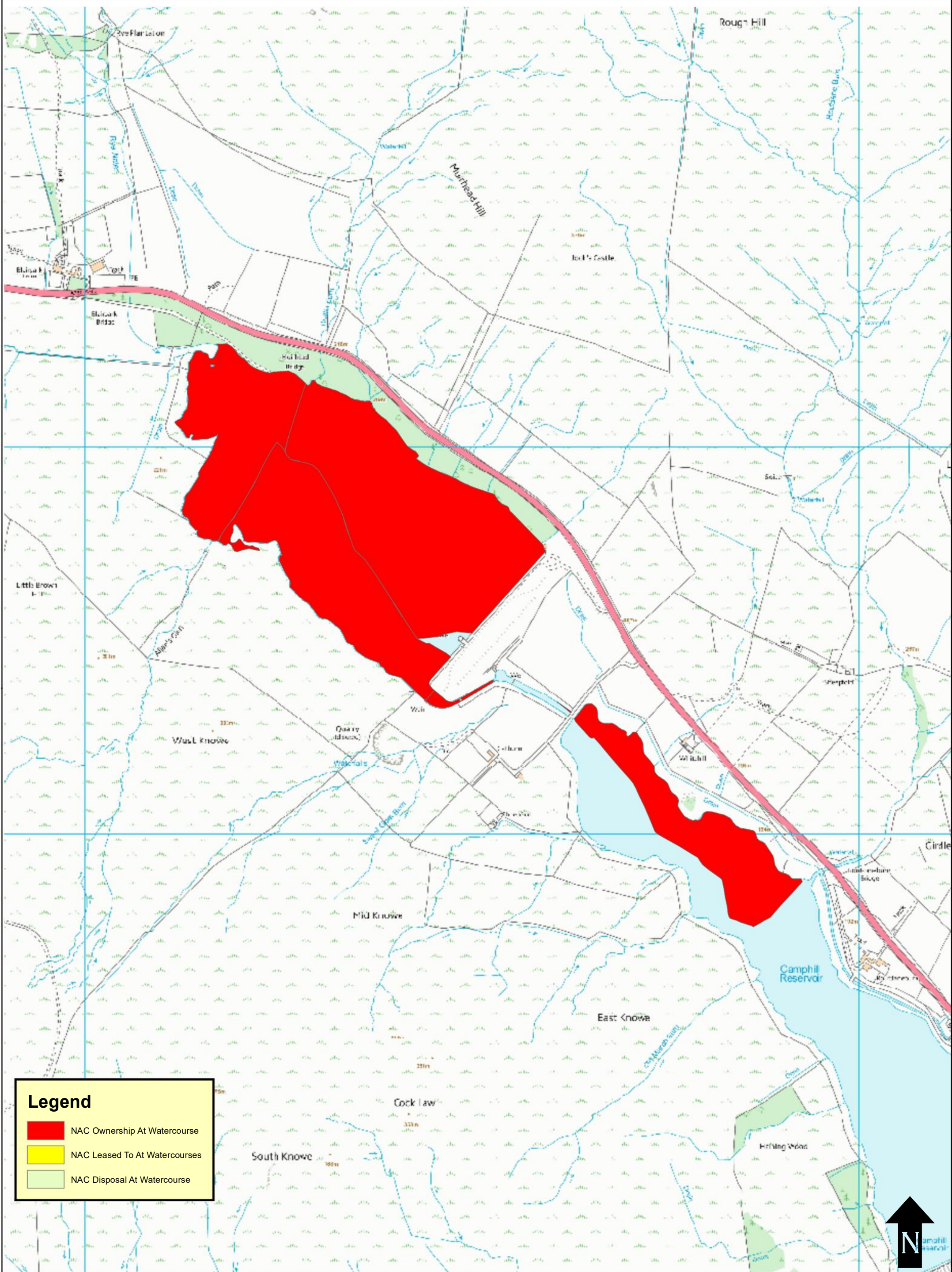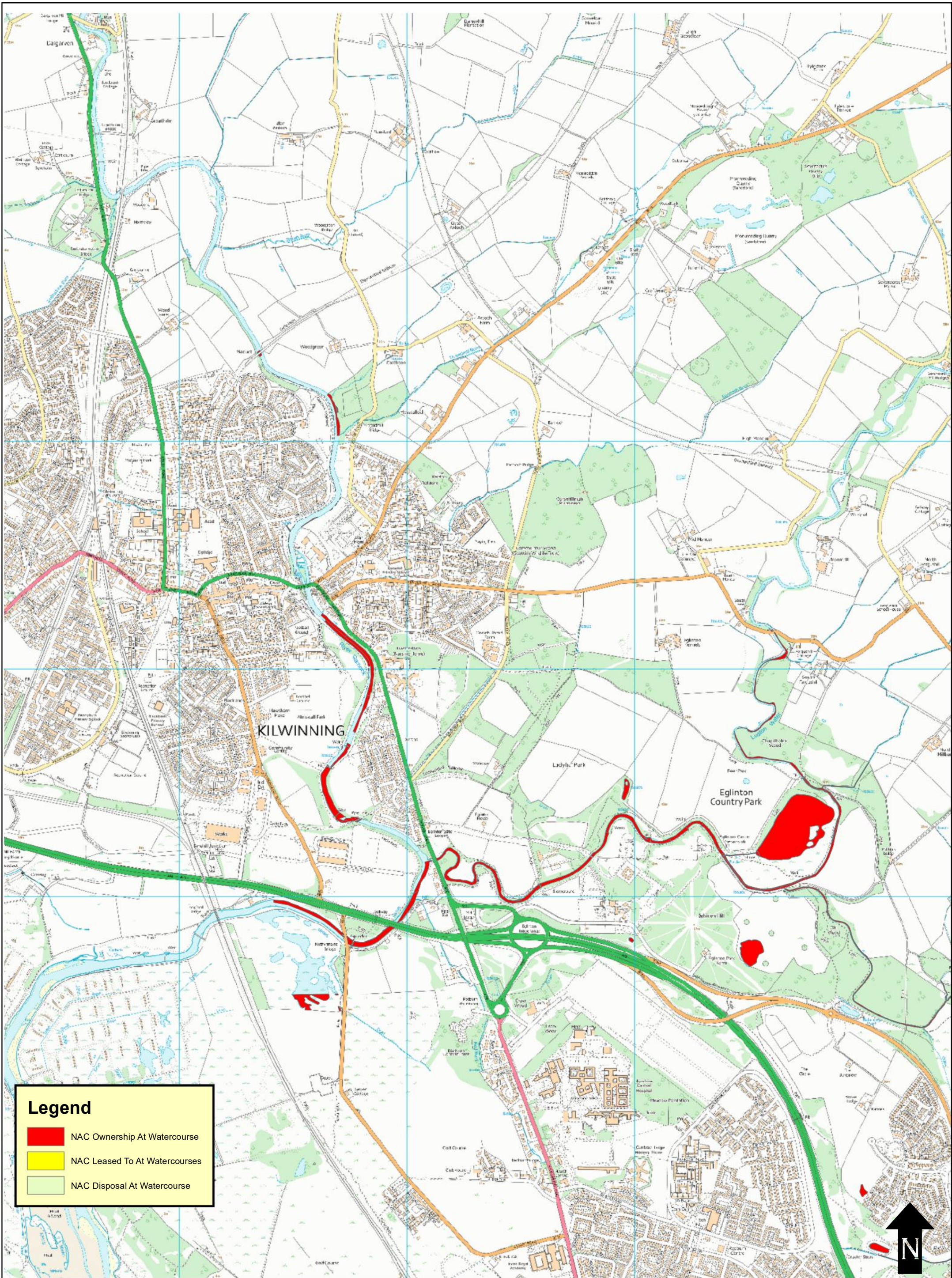| Title:			Section:	Asset Management
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			Scale:	1:2,500
			Drawing No:	

312

Legend

- ⬛ (red) NAC Ownership At Watercourse
- ⬛ (yellow) NAC Leased To At Watercourses
- ⬛ (pale) NAC Disposal At Watercourse

Recreation Ground

Factory

Glengarnock
Business
Park

Lochshore East
Industrial Estate

Glengarnock

Legend

■ NAC Ownership At Watercourse

■ NAC Leased To At Watercourses

■ NAC Disposal At Watercourse

IRVINE

Title:

Irvine

NORTH AYRSHIRE
COUNCIL
Commercial Services
Roads

314

Section:	Asset Management
Date:	20 May 2021
Scale:	1:21,908
Drawing No:	

N

Legend

NAC Ownership At Watercourse

NAC Leased To At Watercourses

NAC Disposal At Watercourse

N

Title:		Section:	Asset Management
Largs - Kilbirnie	"Reproduced from the Ordnance Survey Mapping with the permission of the Controller of Her Majesty's Stationery Office, © Crown Copyright. Unauthorised reproduction infringes Crown Copyright and may lead to prosecution or civil proceedings. North Ayrshire Council SLA Licence Number: 100023393."	Date:	21 May 2021
		Scale:	1:8,629
	NORTH AYRSHIRE COUNCIL Commercial Services Roads	Drawing No:	

315

Legend

■ NAC Ownership At Watercourse

■ NAC Leased To At Watercourses

■ NAC Disposal At Watercourse

N

Title:

Kilbirnie

NORTH AYRSHIRE
COUNCIL
Commercial Services
316 Roads

Section:	Asset Management
Date:	21 May 2021
Scale:	1:3,571
Drawing No:	

Legend

- NAC Ownership At Watercourse
- NAC Leased To At Watercourses
- NAC Disposal At Watercourse

N

Title:

Kilwinning

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NORTH AYRSHIRE
COUNCIL

Commercial Services
Roads

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North Ayrshire Council
Comhairle Siorrachd Àir a Tuath

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Legend

Lines

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Map Title:

ArcGIS Web Map

Logo:

North Ayrshire Council
Comhairle Siorrachd Àir a Tuath

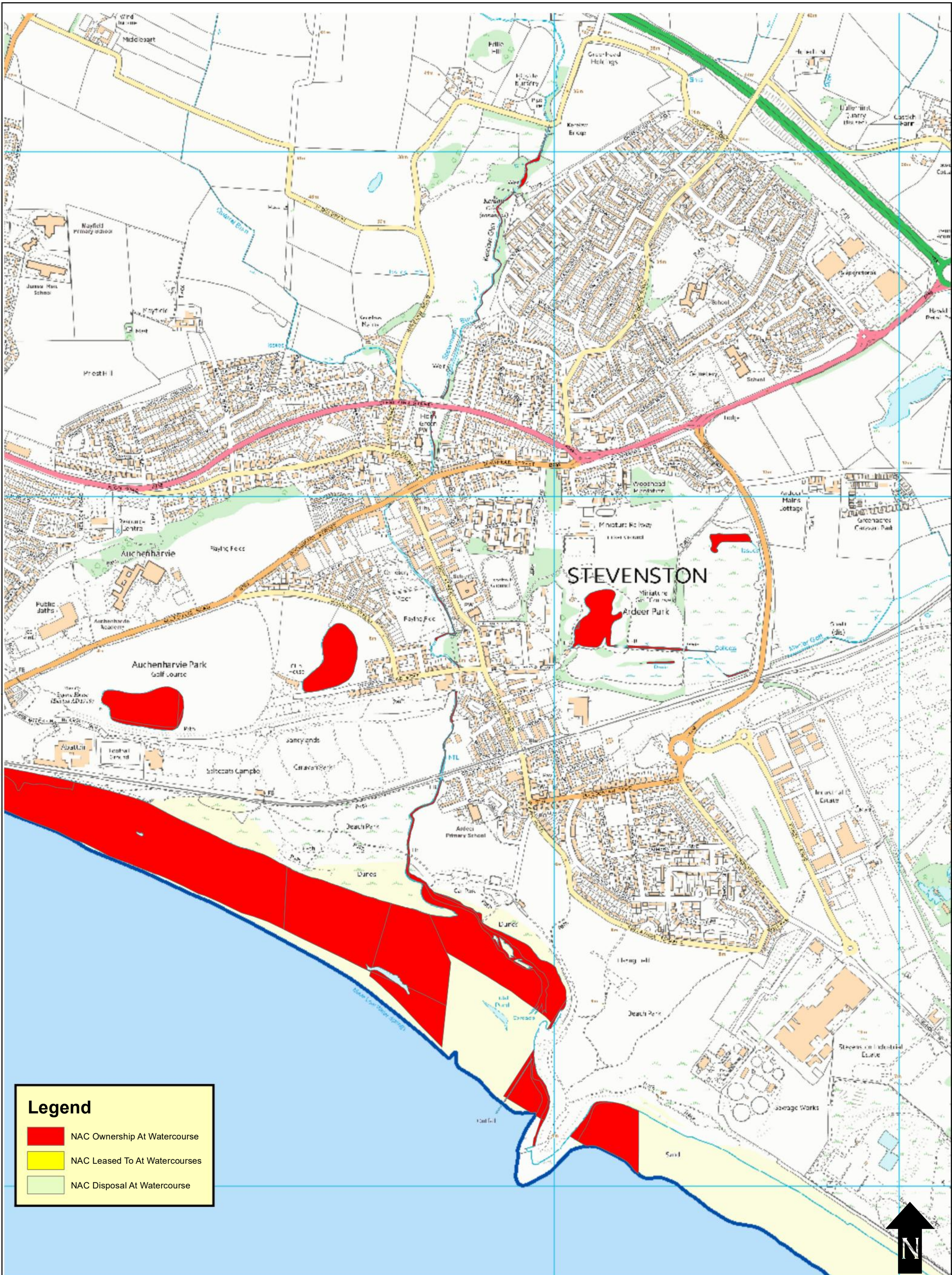| Scale:	Paper Size:
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Haylie House Lodge

Sand and Shingle

Warren Park Nursing Home

Largs Golf Club (Club House)

Tank (cov)

Bowen Craigs

Rock

Shingle

Mean Low Water Springs

Broom croft

Shelter

0   0.05   0.1
km

Legend

🟥	NAC Ownership At Watercourse
🟨	NAC Leased To At Watercourses
🟩	NAC Disposal At Watercourse

Largs Bay

Largs Bay

Largs Bay

Castle Bay

Cairnies Quay

Ferry Terminal (Vehicular)

Tidal Ponds

Tidal Ponds

Sewage Works

N

Title:

Largs

NORTH AYRSHIRE COUNCIL
Commercial Services Roads

Section:	Asset Management
Date:	21 May 2021
Scale:	1:6,136
Drawing No:	

320

ArcGIS Web AppBuilder

ArcGIS Web Map

Lines

⎯⎯ Override 1

321

Legend

- 🟥 NAC Ownership At Watercourse
- 🟨 NAC Leased To At Watercourses
- 🟩 NAC Disposal At Watercourse

STEVENSTON

Ardeer Park

Auchenharvie Park
Golf Course

N

Title:			
Stevenston		**Section:**	Asset Management
	NORTH AYRSHIRE COUNCIL	**Date:**	20 May 2021
	Commercial Services Roads	**Scale:**	1:9,690
	322	**Drawing No:**	

Lines

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STEVENSTON

NORTH AYRSHIRE COUNCIL

30 November 2021

Cabinet

Title:	**Digital Processing Manufacturing Centre, i3 Irvine**
Purpose:	To seek approval to proceed with Phase 1 proposals for the Digital Processing Manufacturing Centre (DPMC) project at i3, Irvine.
Recommendation:	That Cabinet agrees to: (a) proceed with the proposals for Phase 1 of the Digital Processing Manufacturing Centre project; (b) the signing of a Collaboration Agreement for Phase 1, between North Ayrshire Council, University of Strathclyde and the Centre for Process Innovation; (c) contribute £1M to Phase 1 of the project in the form of a grant to the University of Strathclyde, subject to appropriate conditions; and (d) note that the Council will receive a grant of up to £450,000 from Scottish Enterprise that will in turn be passed on to the University of Strathclyde for the fit out of the Phase 1 premises.

1. Executive Summary

1.1 On 29 June 2021, Cabinet endorsed the launch of the initial phase of the Digital Processing Manufacturing Centre (DPMC), approved the Memorandum of Understanding (MoU) between the Council, the University of Strathclyde and Centre for Process Innovation (CPI), approved the allocation of £1M from the Ayrshire Growth Deal for Phase 1, subject to detailed proposals and supported the Outline Business Case for Phases 1 and 2.

1.2 The purpose of this paper is to set out further detail of DPMC Phase 1, to satisfy the previous recommendation. The Memorandum of Understanding was signed on 25 August 2021 and online training courses commenced in October, as part of an initial Phase 0.

1.3 Phase 1 will establish a physical presence at i3 Enterprise Area, which will create a centre accommodating 8 areas that will demonstrate modern digital processes, supported by academic and industry expertise, to train and develop businesses in the process manufacturing sectors (locally, regionally and nationally). It will help

businesses to access new technology, products and innovation, improve energy efficiency/productivity/waste reduction, and increase company investment in research.

1.4 This paper sets out detailed considerations for Phase 1, in advance of its operation at i3 from Spring 2022.

2. Background

2.1 DPMC will be a nationally significant innovation centre, focused on supporting and assisting process manufacturing sectors in the UK. This includes sectors such as Pharmaceuticals, Oil & Gas, Chemicals and Chemical Products, Agrichemicals, Food & Drink, Fast Moving Commercial Goods and Water (collection, treatment, supply). Industries engaging with the DPMC will have the opportunity to hugely improve their efficiency, productivity, and to also receive help with compliance performance and reducing their carbon footprint. DPMC will facilitate this by demonstrating, developing, and delivering new digital technologies and assisting businesses with strategy, planning, skills and technology selection and acquisition and implementation.

2.2 Pace is required to fill the gap in the provision of digital support for businesses as part of COVID Recovery plans and to support government policies to improve manufacturing, through the use of digital technologies. Partners are working towards a launch in April 2022, with a formal opening in summer 2022. This requires agreements to be concluded by December 2021, which enables the tendering and procurement processes to be undertaken in the new year to meet those timescales.

2.3 A detailed Collaboration Agreement is now being prepared between the Council, the University of Strathclyde and Centre for Process Innovation (CPI), that covers the operational and financial responsibilities of each of the parties for Phase 1. As well as the Collaboration Agreement, there will be a series of agreements between partners to cover specific aspects of the project that are outlined in paragraph 4.3 of this report.

2.4 Phase 1 will be located in a building owned by Booth Welsh at Riverside Way, i3 Irvine Enterprise Area, which is within a central location within i3. This will provide businesses with the opportunity to benefit from being in proximity to a company like Booth Welsh who are established within the process engineering sector. Both the University of Strathclyde and CPI were keen to choose this location for that reason. In addition, it also helps create a cluster of industry and academia, in tandem with surrounding planned investment in flexible business space through the Ayrshire Growth Deal.

2.5 A space of around 645 square metres in size will be modified to accommodate a range of digital technologies, lab space, training and office facilities. The University will lease the space from Booth Welsh for a period of 5 years. It is envisaged that the negotiations for the lease will be completed by the end of December 2021.

2.6 The University will be responsible for the refurbishment, management and operation of the centre and any relevant statutory consents. The funding for refurbishment will be provided by a grant of up to £450,000 from Scottish Enterprise (SE) to North Ayrshire Council. The Council will provide the grant fund to the University with conditions mirroring those set by SE.

2.7 The University will also be responsible for the sourcing, purchase, installation and management of the equipment for the centre's demonstration areas, ranging from more basic digital equipment to artificial intelligence and robotics, with commercial off-the-shelf hardware and software including virtual reality goggles, high performance computers, servers, and unity software. Specialised industrial requirements include programmable logic controllers (PLC), supervisory control and data acquisition (SCADA) and business software such as SAP.

2.8 It is proposed that the Council provides an allocation of £1M, with an initial grant fund of £590,000 to the University of Strathclyde to purchase equipment set out within an initial agreed list. The balance of £410,000 will be subject to further agreement(s) during the course of the Phase 1 project term.

2.9 The Centre for Process Innovation will also take responsibility for supporting the revenue funding and securing income for the centre. CPI will also bring specific technical and commercial expertise in process and pharmaceutical manufacturing, and will strengthen industrial ties and research expertise.

2.10 The initial staff complement at DPMC Phase 1 will be 7 posts (1 managing director, 1 technician and 5 engineers). Staff numbers will gradually increase over the time frame of Phase 1, subject to a gradual increase in membership income as the centre grows. At this time, the University and CPI have committed £3M to support these posts. An additional post focussed on business development and funding is currently being explored. The centre's engineers will have expertise to provide demonstrations and training to businesses.

2.11 The University of Strathclyde have experience in operating other specialist centres that rely on core income streams of membership and in-kind contributions, collaborative research and development grants and funding from the High Value Manufacturing Catapult. Research income is anticipated to come from partners looking to develop IP (intellectual property) sensitive projects and also from non-membership companies looking to take advantage of DPMC expertise and for one-off solutions to their specific issues. Research and development income will come from a consortium of DPMC, process manufacturing companies and technology providers working together to solve challenges proposed by UK government in the areas of artificial intelligence, supply chain resilience, etc. All income will be re-invested into the operation of the centre.

2.12 DPMC is a ground-breaking project which will bring an anchor institution into North Ayrshire and the welcome involvement of CPI. There are a number of key risks including lack of interest from businesses and failure to secure all revenue income. The Collaboration Agreement and legal agreements/conditions of grant will set out how the parties will work together to mitigate these risks.

3. Proposals

3.1 It is proposed that Cabinet agrees to:

a) proceed with the proposals for Phase 1 of the Digital Processing Manufacturing Centre project;

b) the signing of a Collaboration Agreement for Phase 1 between North Ayrshire Council, University of Strathclyde and the Centre for Process Innovation;

c) contribute £1M to Phase 1 of the project in the form of a grant to the University of Strathclyde, subject to appropriate conditions; and

d) note that the Council will receive a grant of up to £450,000 from Scottish Enterprise that will in turn be passed on to the University of Strathclyde for the fit out of the Phase 1 premises.

4. Implications/Socio-economic Duty

Financial

4.1 The main financial implications of the project for the Council relate to investment of £1.45M and are as follows:

i) The Council will contribute £1M from its approved budget for the DPMC project as its allocation towards Phase 1. The AGD Programme Management Office is writing to the UK Government to seek confirmation that the approach is acceptable. The Council will grant £1M to the University of Strathclyde for the purchase and installation of equipment. This arrangement will be subject to the Council complying with appropriate regulations relating to grant funding and to the University accepting any conditions relating to the grant. The Council will control the allocation of the grant through agreement on areas and amounts of spend as required, with a first tranche of £590,000 based on current estimated costs. It should be noted that the University's position regarding the implications for VAT recovery are still being assessed. However, at this stage, the Council's financial planning assumption is that the University will not be able to recover VAT on the equipment purchases, and therefore the Council's grant funding assumption is based on the gross position, i.e. to include VAT rather than being net of VAT.

ii) the Council will accept a grant from Scottish Enterprise for £450,000 for refurbishment work. The Council will then provide the grant fund to the University with conditions mirroring those set by SE. It should be noted that SE's grant is conditional on a number of factors and outcomes, including the Council's investment of £1M into Phase 1; and

iii) University of Strathclyde will be responsible for sourcing revenue funding to support the ongoing operation of the facility. The project's financial appraisal forecasts income from membership and collaborative research and development, that will increase gradually over the five years.

Human Resources

4.2 University of Strathclyde have appointed a DPMC Project Manager to lead on the development and co-ordination of the project. Staffing requirements for Phase 1 are set out within the Project Plan as a background paper. At the commencement of the project, the centre would have the posts outlined in paragraph 2.10 above.

Legal

4.3 In support of the launch of Phase 0 (online), an MoU was approved by Cabinet in June 2021 and has been signed by the Council, University of Strathclyde and CPI. A Collaboration Agreement is now being progressed by the partners' legal teams. The main legal implications for Phase 1 of the project are:

i) the management of grants. NAC will require to ensure that the conditions of grant set out by SE are complied with by the University of Strathclyde. As a condition of grant, SE require that NAC contribute a total of £1M to Phase 1 over the course of 5 years;

ii) the purchase and supply of equipment for the project by way of a grant from NAC to University of Strathclyde. Arrangements regarding the appropriate procurement, care, ownership, re-purposing and disposal, require to be set out and agreed between University of Strathclyde and NAC;

iii) agreement on a lease for the building between Booth Welsh and the University of Strathclyde; and

iv) consideration of UK Government policy on Subsidy Control. It is considered that DPMC will be a non-economic research & development facility and therefore the subsidy control regime is not likely to apply for Phase 1.

Equality/Socio-economic

4.4 The project will provide much needed services for process industries to help them grow and to attract inward investment to an area of above average unemployment and low business investment. It will provide an important training and development service for businesses in North Ayrshire and beyond, looking to benefit from emerging technologies. The centre will seek to make processing industry sectors more attractive and accessible to young people and women – groups that are currently identified as being excluded from economic growth opportunities. It will introduce a major academic anchor institution to the local area, offering the opportunity of collaborations with local companies, schools and colleges and creating wealth in the local economy, through job opportunities and supply chains. It will considerably increase the profile of the i3 Enterprise Area as a flagship project, and help to attract further investment and jobs.

Environmental and Sustainability

4.5 The DPMC project will enable businesses to improve the efficiency of their productivity and adapt their processes to modern technologies, supporting the Council's low carbon and digital ambitions. Any environmental implications of Phase 1 of the project will be addressed as part of the necessary building warrant application process.

Key Priorities

4.6 The DPMC project will strongly support the priority outcome contained in the new Council Plan 2019-2024, for North Ayrshire to have an inclusive, growing, and

enterprising economy and the aims of the Community Wealth Building Strategy and Recovery and Renewal Plan.

Community Wealth Building

4.7 The wider Ayrshire Growth Deal programme of skills and inclusive growth, supports projects at i3. The DPMC proposal will provide an important service for local businesses encouraging innovation, increasing productivity and promoting low carbon processes. It will specifically look to train our youth and existing workers on digital technologies to take advantage of emerging opportunities.

4.8 The DPMC's vision aligns with North Ayrshire Council's key strategies regarding Recovery and Renewal and Community Wealth Building. In particular, the project will help achieve one of the Council's Community Wealth Building objectives; to encourage regional and national institutes to invest in our communities and the local economy. The project will also make a strong contribution to the Manufacturing Recovery Plan for Scotland, through collaboration, business transformation and skills development.

5.   Consultation

5.1 The University of Strathclyde, National Manufacturing Institute Scotland, Ayrshire College, Scottish Enterprise, Skills Development Scotland, and industry are part of a Steering Group that have informed and guided the development of the DPMC project. Businesses have also been surveyed directly on whether they would use the facility - with a positive response. An update was provided to the Irvine Locality Planning Partnership in June 2021.

Karen Yeomans
Director (Growth and Investment)

For further information please contact **Marnie Ritchie, Regeneration Manager, Growth and Investment,** on **07342 713 349**.

Background Papers
DPMC Phase 1 Project Plan